



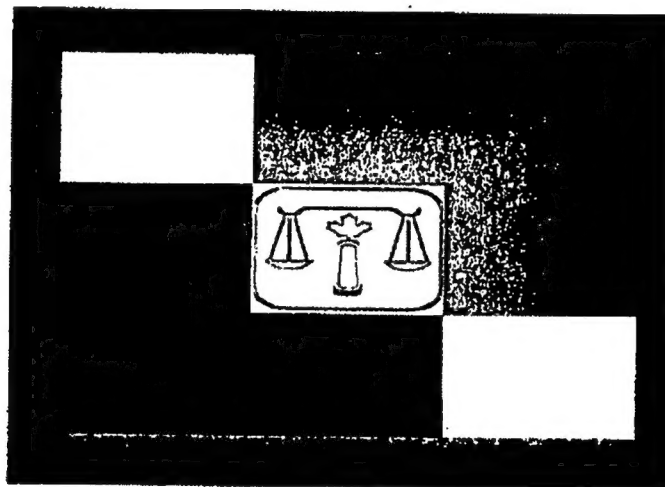
Department of Justice Canada Corporate Risk Profile

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STEERING CANADIANS



Department of Justice Canada



Corporate Risk Profile 2015-16 to 2017-18

Approved XXXXX

Prepared by Corporate Planning, Reporting and Risk Division
Finance and Planning Branch
Management and CFO Sector

A0440590_4-000036

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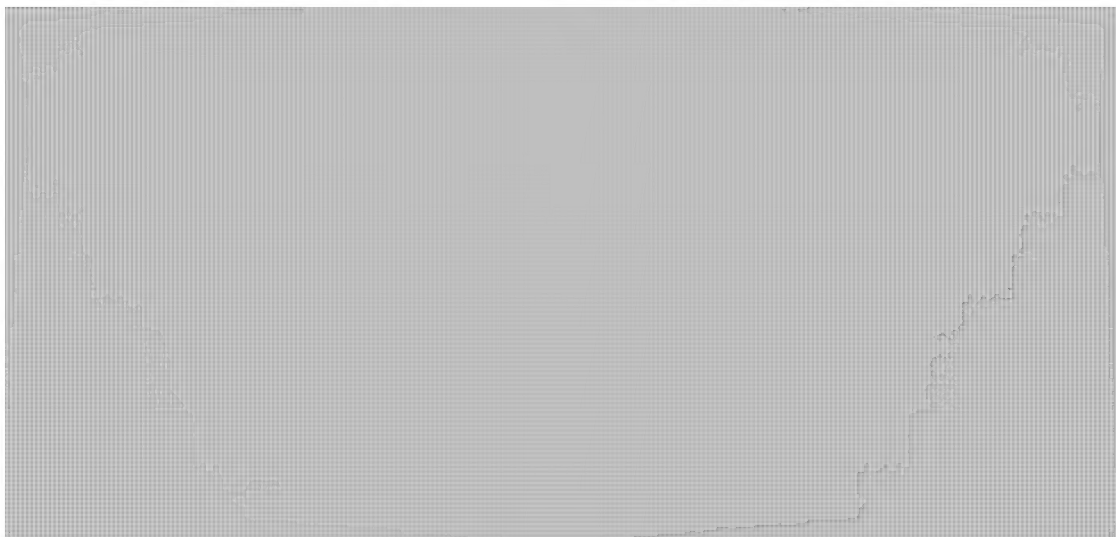
1.0 Executive Summary

In the Government of Canada, risk is defined as "the effect of uncertainty on objectives." More specifically, it is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization's objectives. To be truly effective, the management of risk cannot be practiced in silos. The concept of Integrated Risk Management (IRM) promotes a continuous, proactive and systematic process to understand, manage and communicate risks from an organization-wide perspective in a consistent and cohesive manner.

Justice Canada's Corporate Risk Profile (CRP) has been developed as a strategic tool within the Department's IRM Framework. The CRP provides an aggregate view of significant risks to the achievement of the Department's objectives and, ultimately, strategic outcomes. Corporate risks are mapped to Justice Canada's two strategic outcomes and categorized according to the assessed level of risk (high, medium, low).

**Strategic Outcome 1 - A
fair, relevant and
accessible Canadian
justice system**

**Strategic Outcome 2 - A
federal government that is
supported by high-quality
legal services**



By providing an overview of enterprise-level strategic risks faced by the Department, the Profile may inform various aspects of corporate planning, reporting, and decision-making, including the allocation of resources. This snapshot allows senior level attention to be brought to the management, mitigation, and monitoring of the Department's key corporate risks. It also serves as a valuable reference document for all managers and employees when developing plans or proposals, particularly those to be presented for senior management consideration.

This update to the CRP has been prepared looking forward over a planning horizon of three years. The Department will continue to regularly monitor its corporate risks and the Profile will be adjusted as necessary.

2.0 Introduction

2.1 About the Corporate Risk Profile (CRP)

In the Government of Canada, risk is defined as "the effect of uncertainty on objectives." More specifically, it is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization's objectives.

Justice Canada's Corporate Risk Profile (CRP) has been developed to provide an aggregate view of significant risks to the achievement of the Department's objectives and, ultimately, strategic outcomes. Corporate risks are mapped to Justice Canada's two strategic outcomes¹ and categorized according to the assessed level of risk (low, medium, high). The Profile includes descriptions of each key corporate risk as well as more detailed summaries of all high risks.

Approved by Management Committee (MC), the CRP represents the shared view of the Department's operating context and the strategic risks facing Justice Canada. The Profile allows senior level attention to be brought to the management, mitigation, and monitoring of these risks, particularly those assessed as high. It also serves as a valuable reference document for all managers and employees when developing plans and proposals, especially items to be presented for senior management consideration.

The CRP is a snapshot in time of the Department's strategic risks. This version of the Profile serves as an update to Justice Canada's last CRP, which was approved in November 2012. The update has been prepared looking forward over a planning horizon of three years. The Department will continue to regularly monitor its corporate risks and the Profile will be adjusted as necessary.

2.2 The CRP and Integrated Risk Management (IRM) at Justice Canada

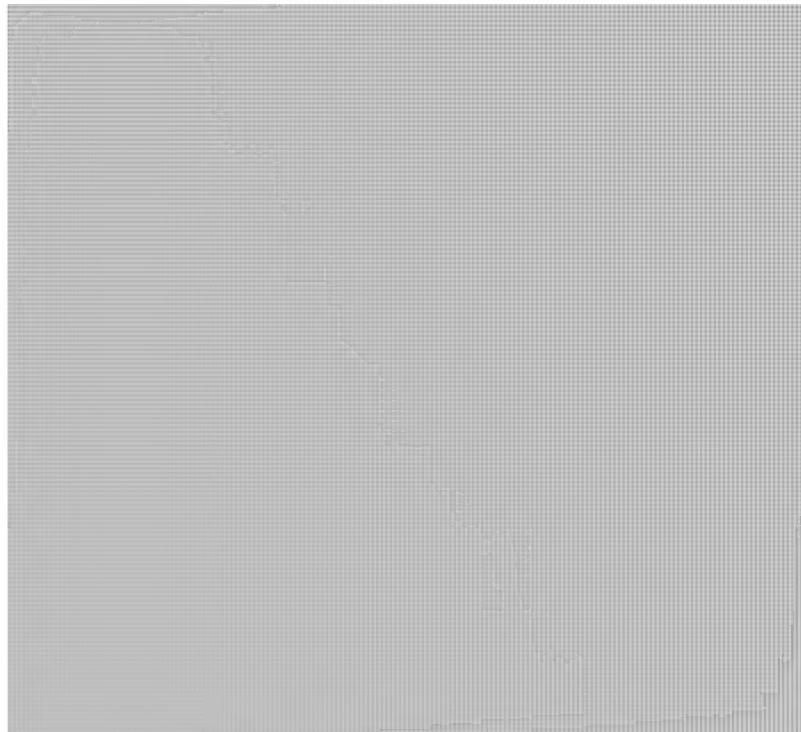
By undertaking risk management, organizations can recognize, understand, accommodate, and capitalize on new challenges and opportunities. In the context of the federal public service, the effective management of risk contributes to improved decision-making, better allocation of resources, and, in the end, better results for Canadians. To be truly effective, however, risk management cannot be practiced in silos. The concept of Integrated Risk Management (IRM) promotes a continuous, proactive and systematic process to understand, manage and communicate risks from an organization-wide perspective in a consistent and cohesive manner. IRM is an important part of governance and strategic management, a core element of the Treasury Board's Management Accountability Framework (MAF), which is used to assess the management practices and capacities of federal departments and agencies.

¹ The Department's strategic outcomes are described in Section 3.2 of this Profile.

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At Justice Canada, the CRP serves as a strategic tool within the Department's IRM Framework. By providing an overview of the enterprise-level strategic risks faced by the Department, the Profile informs various aspects of corporate planning, reporting, and decision-making, including the allocation of resources (as illustrated in *Figure 1*). At the same time, these recurring corporate planning and reporting activities, as well as regular senior management discussions, allow the status and continued relevance of the CRP to be monitored. For instance, the CRP is embedded within the Department's annual integrated business planning process to both guide priority-setting and monitor the status of Justice Canada's key corporate risks.



As an IRM tool, the CRP falls under the purview of Management Committee (MC), which is responsible for issues related to integrated risk management within the Department. Updates to the CRP and subsequent action planning are overseen by this committee. In addition, in its role as advisor to the Deputy Minister, the Departmental Audit Committee (DAC) regularly reviews the CRP to stay informed about the management of the Department's enterprise-level strategic risks.

Supporting senior management in governing the CRP is the Corporate Planning, Reporting and Risk Division (CPRR), which serves as the Department's centre of functional expertise for IRM and corporate risk management. CPRR ensures the appropriate identification and assessment of corporate risks through ongoing dialogue with relevant stakeholders, and by reviewing and contributing to relevant corporate documents and submissions. It also utilizes the Department's annual integrated business planning process to monitor and advance the management of corporate risks.

2.3 Methodology

This iteration of the CRP represents a consolidation of input from a multitude of Departmental sources and builds upon the knowledge and business intelligence gleaned from the development of the previous Profile and subsequent substantive monitoring.

In concert with accepted methodology, the updating of the CRP was informed by the analysis of:

- quantitative and qualitative information submitted on business risks via annual integrated business plans over multiple years (*NB*: annual plans are submitted by every Portfolio, Sector, Branch and Region in the Department);

- evaluation and audit reports;
- Treasury Board Submissions;
- and,
- other corporate plans and reports, such as the Departmental Investment Plan.

This analysis was used as the basis for extensive consultations and discussions with relevant corporate functional authorities and areas of expertise (e.g., Information Management Branch, Human Resources and Professional Development Directorate, Chief Financial Officer Branch, Policy Sector and Litigation Branch), which further informed the development of the updated Profile. Consultations were also held with the individual members of Management Committee prior to bringing an update forward to that committee for approval.

Key Steps in Developing the CRP

1. Risk identification - The risk must be truly horizontal in nature and/or of such significance that it:
 - directly affects a Departmental Strategic Outcome
 - merits attention of the senior management team
2. Risk assessment – Likelihood and impact of identified risks

Impact	Major	Medium	Low	Low
	Moderate	Low	Medium	Low
	Minor	Low	Low	Medium
		Unlikely	Moderate	Likely
		Likelihood		

3. Outline risk drivers, consequences and mitigation factors

3.0 Organizational Context for Corporate Risks

3.1 Departmental Mandate

Justice Canada has the mandate to support the dual roles of the Minister of Justice and Attorney General of Canada.

Under Canada's federal system, the administration of justice is an area of shared jurisdiction between the federal government and the provinces and territories. The Department supports the Minister of Justice with respect to ministerial responsibilities for 52 statutes and areas of federal law by ensuring a bilingual and bijural national legal framework, principally within the following domains: criminal justice (including justice for victims of crime and youth criminal justice), family justice, access to justice, Aboriginal justice, public law, and private international law.

The Department also supports the Attorney General as the chief law officer of the Crown, both in terms of the ongoing operations of government and of the development of new policies, programs, and services for Canadians. The Department provides legal advice to the Government and federal government departments and agencies, represents the Crown in civil litigation and before administrative tribunals, and drafts legislation.

Essentially, the Department fulfils three distinctive roles within the Government of Canada, acting as a:

- policy department with broad responsibilities for overseeing all matters relating to the administration of justice that fall within the federal domain;
- provider of a range of legal advisory, litigation and legislative drafting services to government departments and agencies; and,
- central agency responsible for supporting the Minister in advising Cabinet on all legal matters.

3.2 Strategic Outcomes

Justice Canada aims to achieve two distinct strategic outcomes, which correspond to the dual role of the Minister of Justice and the Attorney General of Canada. These strategic outcomes, as identified in the Department's Program Alignment Architecture (PAA), are:

- Strategic Outcome 1 - *A fair, relevant and accessible Canadian justice system*
- Strategic Outcome 2 - *A federal government that is supported by high-quality legal services*

3.3 Operating Environment²

Justice Canada is a medium-sized department with approximately 4,500 full-time equivalent employees. Just over half of departmental employees are lawyers, who provide legal services to client departments and agencies. The other half of the Department's employees is comprised of a broad range of professionals, including paralegals, social scientists, program managers, communications specialists, administrative services personnel, and financial officers.

The Department maintains a policy and program development capacity to fulfil core responsibilities associated with the administration of justice in Canada and to support the government of Canada's policy and program priorities related to safety and security. A proportion of this capacity is funded through initiative funding (i.e., funding for a limited duration).

Since the administration of justice in Canada is an area of shared jurisdiction, the Department works with provinces and territories through a wide range of policy and program-related activities. This includes funding to the provinces and territories for the delivery of programs that directly support federal policy objectives. In addition to provincial and territorial partners, the Department must also work with a wide range of stakeholders to ensure that the Canadian justice system is fair, relevant and accessible. This includes Parliament, other federal departments and agencies, municipal governments, non-governmental organizations, and international institutions.

Justice Canada also provides an integrated suite of legal advisory, litigation and legislative services to other federal departments and agencies to help them meet their policy and program priorities and advance the overall objectives of the Government of Canada. Legal services to government are provided on a "portfolio" basis, organized around particular groupings of client departments and agencies. The Department also provides legal services to the Justice portfolio and supports the Minister as legal advisor to the Cabinet on complex, whole-of-government issues. The Department delivers services through a mix of co-located departmental legal services units, specialized branches located within Justice Canada and a network of regional offices located across the country. (Approximately 58% of the Department's employees are located in the National Capital Region, with the remaining 42% located in other regions.) The delivery of legal services is funded through a combination of cost recovery from clients and A-base budget.

² The following section provides an overview of the Department's operating environment and the wide-ranging factors that may shape the strategic risks faced by the Department and how they are managed. Greater detail about specific factors driving the Department's risks can be found in the individual risk summaries included later in this Profile.

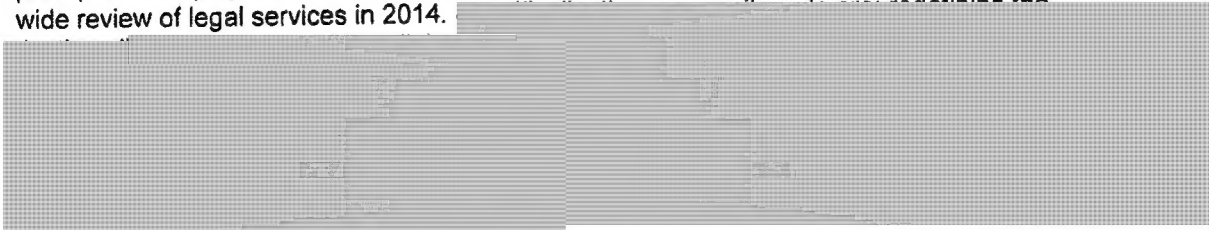
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All of the Department's activities are supported by internal services and systems that include financial management, human resources management, information management, information technology services, communications, evaluation, and internal audit.

Looking ahead to the operating environment over the next three years, there are a few factors in particular that are expected to have significant implications for the Department. Some of these factors are common to all federal institutions, such as prevailing economic conditions, impacts of globalization, and changing demographics across Canada. Also included among these factors are the considerable influences of the current era of electronic information and connectedness: federal organizations must manage rapidly growing volumes and forms of electronic information; new technologies are increasing the pace of change and fueling expectations - both from outside and within organizations - for immediate response and tailored solutions. In addition, departments and agencies must meet evolving expectations from Central Agencies regarding public sector management and the modernization of the public service (e.g., Blueprint 2020). In this context, the federal public service will continue to be called upon to maximize results and demonstrate value for money.

For Justice Canada, maximizing results will entail not only continuing to provide legal services of high quality but ensuring that it is done in a fiscally sustainable manner. This is the guiding principle underlying the three commitments made by the Department following a government-wide review of legal services in 2014.



In tandem, and building on the success of Blueprint 2020, the Department has formulated its "Canada's Legal Team" vision. This vision is meant to guide the changes the Department needs to make in how it delivers its mandate to ensure that it continues to contribute to Canada's success. The vision will drive innovation and the use of technology to improve service delivery and streamline processes, as well as build strong foundations for analytics that will enable evidence-based decision-making. It also includes renewing the Department's relationship with its partner departments and mobilizing its talent to serve the country's evolving needs.

4.0 Corporate Risks

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s.21(1)(b)

4.1 Corporate Risks at a Glance

The graphic below provides an overview of corporate risks mapped to Justice Canada's two strategic outcomes and categorized according to the assessed level of risk (high, medium, low).

Strategic Outcome 1 - A fair, relevant and accessible Canadian justice system

Strategic Outcome 2 - A federal government that is supported by high-quality legal services



4.2 Summaries of Corporate Risks

The following summaries provide additional detail (risk drivers, potential consequences, potential opportunities, mitigation and management priority activities, and ownership) for each corporate risk.

Pages 11 to / à 23
are withheld pursuant to sections
sont retenues en vertu des articles

21(1)(a), 21(1)(b)

of the Access to Information Act
de la Loi sur l'accès à l'information

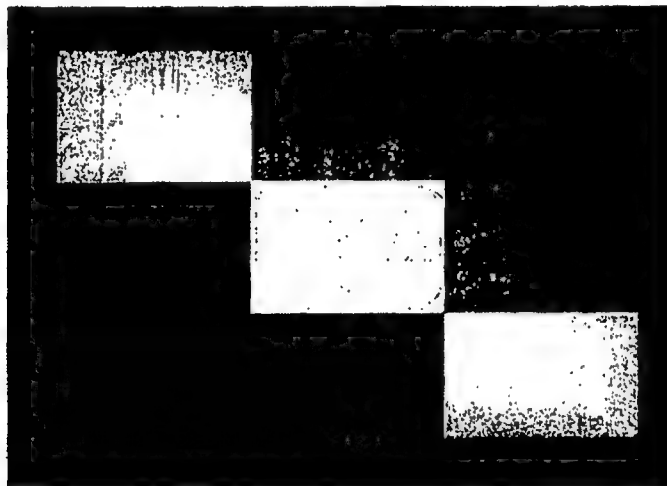


Profil de risque du ministère de la Justice du Canada

Réservé à l'Interne



Ministère de la Justice du Canada



Profil de risque du Ministère 2015-2016 à 2017-2018

Approuvé le XXXXX

Préparé par la Division de la planification, rapports et risque ministériels
Direction générale des finances et de la planification
Secteur de la gestion et de la DPF

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1.0 Sommaire

Au gouvernement du Canada, le risque désigne, par définition, l'« effet de l'incertitude sur les objectifs ». De façon précise, il exprime la probabilité et les répercussions d'un événement susceptible de nuire à l'atteinte des objectifs de l'organisation. Pour être vraiment efficace, la gestion des risques ne peut se pratiquer en vase clos. Le concept de la gestion intégrée des risques (GIR) favorise un processus systématique, proactif et continu permettant de comprendre, de gérer et de communiquer les risques du point de vue de l'ensemble de l'organisation, et ce, d'une manière cohérente et uniforme.

s.21(1)(a)

Le profil de risque du ministère de la Justice (PRM) a été créé à titre d'outil stratégique du Cadre de GIR du Ministère. Le PRM fournit un aperçu agrégé des risques importants liés à la réalisation des objectifs du Ministère, et éventuellement de ses résultats stratégiques. Les risques ministériels sont classés dans l'un des deux résultats stratégiques du Ministère et selon l'évaluation de leur niveau de risque (élevé, moyen, faible).

s.21(1)(b)

Résultat stratégique 1 – Un
système de justice canadien
équitable, adapté et accessible

Résultat stratégique 2 – Un
gouvernement fédéral
secondé par des services
juridiques de haute qualité

En fournissant un aperçu des risques stratégiques à l'échelle de l'organisation et auxquels fait face le Ministère, le profil peut éclairer à divers égards la planification ministérielle, la production de rapports et la prise de décisions, et notamment l'affectation des ressources. Cet aperçu permet d'attirer l'attention des cadres supérieurs sur la gestion, l'atténuation et la surveillance des principaux risques ministériels. Il sert également de document de référence très utile pour l'ensemble des gestionnaires et des employés qui doivent établir des plans ou des propositions, en particulier ceux présentés à la haute direction aux fins d'examen.

Cette mise à jour du PRM a été préparée en vue d'une planification sur une période de trois ans. Le Ministère continuera de surveiller régulièrement ses risques organisationnels, et le profil sera modifié au besoin.

2.0 Introduction

2.1 À propos du profil de risque du Ministère (PRM)

Au gouvernement du Canada, le risque désigne, par définition, l'« effet de l'incertitude sur les objectifs ». De façon précise, il exprime la probabilité et les répercussions d'un événement susceptible de nuire à l'atteinte des objectifs de l'organisation.

Le profil de risque du Ministère (PRM) se veut un aperçu agrégé des risques importants qui pourraient influencer sur l'atteinte des objectifs du Ministère, et éventuellement de ses résultats stratégiques. Les risques ministériels sont classés dans l'un des deux résultats stratégiques du Ministère et selon l'évaluation d'un niveau de risque (faible, moyen, élevé).¹ Le profil contient une description de chaque risque pour le Ministère ainsi qu'un résumé plus détaillé de l'ensemble des risques élevés.

Approuvé par le Comité de gestion (CG), le PRM représente une perspective partagée du contexte d'exploitation du Ministère et des risques stratégiques auxquels s'expose le Ministère. Le profil permet d'attirer l'attention des cadres supérieurs sur la gestion, l'atténuation et la surveillance de ces risques, en particulier ceux qu'on juge élevés. Il sert également de document de référence très utile pour l'ensemble des gestionnaires et des employés qui doivent établir des plans et des propositions, en particulier des documents présentés à la haute direction aux fins d'examen.

Le PRM est un aperçu ponctuel des risques stratégiques du Ministère. La présente version du profil est une mise à jour du dernier PRM du Ministère, approuvé en novembre 2012. Cette mise à jour du PRM a été préparée en vue d'une planification sur trois ans. Le Ministère continuera de surveiller régulièrement ses risques, et le profil sera modifié au besoin.

2.2 Le PRM et la gestion intégrée des risques (GIR) au ministère de la Justice Canada

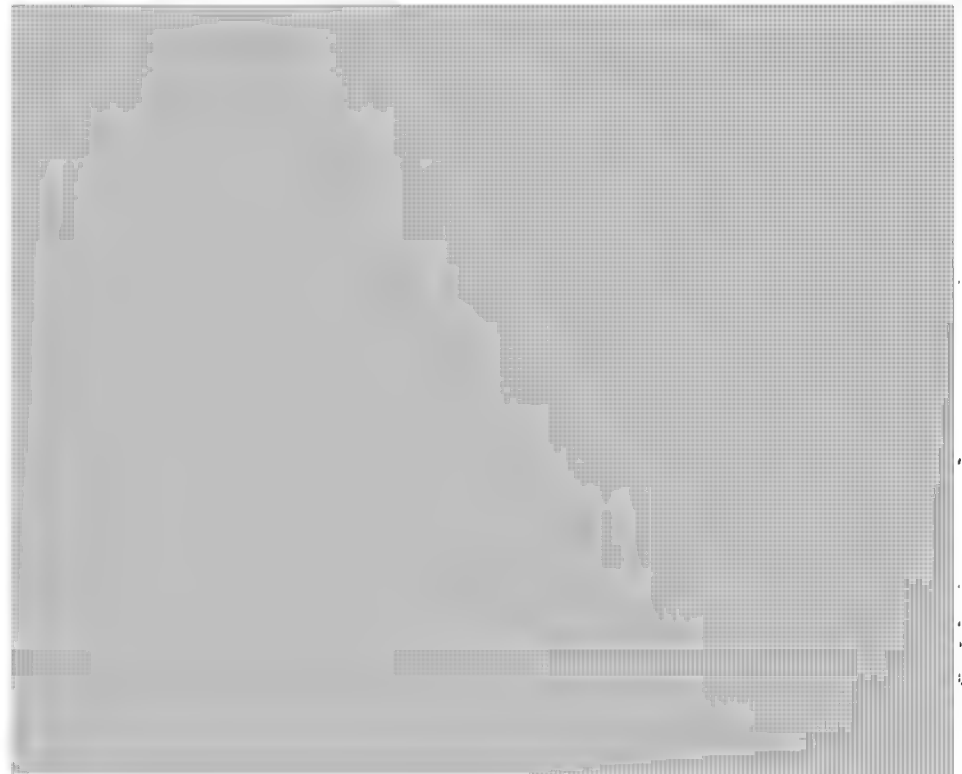
En procédant à une gestion des risques, les organisations peuvent reconnaître et comprendre les nouveaux défis et les nouvelles possibilités, s'y adapter et en tirer parti. Dans le contexte de la fonction publique fédérale, l'efficacité de la gestion des risques contribue à l'amélioration de la prise de décisions, à l'affectation des ressources, et donne de meilleurs résultats pour les Canadiens. Pour être vraiment efficace, la gestion des risques ne peut toutefois pas se pratiquer en vase clos. Le concept de la gestion intégrée des risques (GIR) favorise un processus systématique, proactif et continu permettant de comprendre, de gérer et de communiquer les risques du point de vue de l'ensemble de l'organisation, et ce, d'une manière cohérente et uniforme. La GIR constitue un élément important de la gouvernance et de la gestion stratégique, qui représentent des éléments de base du Cadre de responsabilisation de gestion (CRG) du Conseil du Trésor, lequel est utilisé pour évaluer les pratiques et les capacités de gestion des ministères et des organismes fédéraux.

¹ Les résultats stratégiques du Ministère sont décrits à la section 3.2 du présent profil.

s.21(1)(a)

s.21(1)(b)

Au Ministère de la Justice Canada, le PRM est utilisé comme outil stratégique du Cadre de GIR du Ministère. En fournissant un aperçu des risques stratégiques à l'échelle de l'organisation et auxquels s'expose le Ministère, le profil éclaire différents aspects de la planification ministérielle, de la préparation de rapports et de la prise de décisions, notamment l'affectation des ressources (comme on l'illustre à la figure 1). Au même moment, ces activités périodiques de planification et de préparation de rapports du Ministère, de même que les discussions régulières de la haute direction, permettent de surveiller le statut et la pertinence continue du PRM. Par exemple, le PRM fait partie du processus annuel de planification intégrée des activités; il guide l'établissement des priorités et assure la surveillance du statut des principaux risques ministériels.



En tant qu'outil de GIR, le PRM relève du Comité de gestion (CG), qui est responsable des questions liées à la gestion intégrée des risques au sein du Ministère. Les mises à jour du PRM et l'établissement de plans d'action subséquents sont supervisés par le CG. De plus, à titre de conseiller auprès du sous-ministre, le Comité ministériel de vérification (CMV) effectue un examen périodique du PRM pour se tenir au fait des risques stratégiques à l'échelle du Ministère.

La haute direction est secondée dans ses efforts de gestion du PRM par la Division de la planification, rapports et risques ministériels (PRRM), qui agit à titre de centre de compétence fonctionnelle du Ministère pour la GIR et la gestion des risques ministériels. La PRRM effectue la détermination et l'évaluation appropriées des risques ministériels en maintenant un dialogue continu avec les principaux intervenants, mais aussi en examinant les documents et les soumissions utiles du Ministère et en y contribuant. Elle utilise également le processus annuel de planification intégrée des activités du Ministère pour assurer la surveillance et le progrès de la gestion des risques ministériels.

2.3 Méthodologie

Cette itération du PRM représente une consolidation d'intrants provenant d'une multitude de sources du Ministère et s'appuie sur les connaissances et les renseignements opérationnels tirés de l'élaboration du profil précédent et de la surveillance importante qui a suivi.

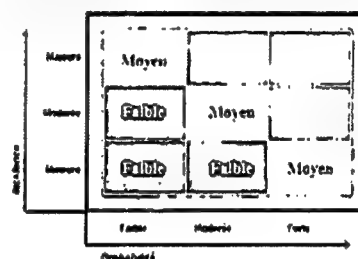
Conformément à la méthodologie acceptée, la mise à jour du PRM a été guidée par l'analyse des documents suivants :

- l'information quantitative et qualitative présentée sur les risques opérationnels dans les plans d'activités intégrés annuels sur plusieurs années (N.B. : chaque portefeuille, secteur, direction générale et région soumet un plan annuel au Ministère);
- les rapports d'évaluation et de vérification;
- les présentations au Conseil du Trésor;
- d'autres plans et rapports, comme le plan d'investissement ministériel.

Cette analyse a servi de base aux consultations exhaustives et aux discussions menées avec les autorités fonctionnelles compétentes du Ministère et les secteurs d'expertise (p. ex., la Direction générale de la gestion de l'information, la Direction générale des ressources humaines et du développement professionnel, la Direction générale du dirigeant principal des finances, le Secteur des politiques et la Direction du contentieux), de manière à orienter l'élaboration de la mise à jour du profil. On a aussi consulté personnellement des membres du Comité de gestion avant de présenter une mise à jour au comité aux fins d'approbation.

Principales étapes de l'élaboration du PRM

1. Détermination des risques - le risque doit être véritablement horizontal de nature et/ou assez significatif pour :
 - influencer directement sur un résultat stratégique ministériel;
 - susciter l'attention de la haute direction.
2. Évaluation des risques - probabilité et répercussions des risques répertoriés.



3. Définir les facteurs de risque, leurs conséquences et les facteurs d'atténuation.

3.0 Contexte organisationnel des risques ministériels

3.1 Mandat du Ministère

Le ministère de la Justice Canada a pour mandat d'appuyer le double rôle du ministre de la Justice et procureur général du Canada.

Dans le cadre du système fédéral canadien, l'administration de la justice est un champ de compétence partagé entre le gouvernement fédéral, les provinces et les territoires. Le Ministère soutient le ministre de la Justice dans ses responsabilités ministérielles en ce qui concerne 52 lois fédérales et secteurs du droit fédéral en assurant un cadre juridique national bilingue et bijuridique, principalement dans les domaines suivants : la justice pénale (y compris la justice pour les victimes d'actes criminels et la justice pénale pour les adolescents), la justice familiale, l'accès à la justice, la justice applicable aux Autochtones, le droit public et le droit international privé.

Le Ministère soutient également le procureur général dans ses fonctions de premier conseiller juridique de l'État, tant dans les activités courantes du gouvernement que dans l'élaboration de nouvelles politiques et de nouveaux programmes et services pour les Canadiens. Le Ministère fournit des avis juridiques au gouvernement et aux ministères et organismes fédéraux, représente

l'État dans les contentieux des affaires civiles et devant les tribunaux administratifs, et il rédige des textes législatifs.

Le Ministère exerce essentiellement trois fonctions distinctes au sein du gouvernement du Canada, à savoir :

- le ministère chargé de l'établissement de politiques avec d'importantes responsabilités de supervision pour toutes les questions relatives à l'administration de la justice qui relèvent du domaine fédéral;
- le prestataire d'un vaste éventail de services de consultation juridique, de contentieux et de rédaction législative aux ministères et aux organismes fédéraux;
- l'organisme central ayant pour responsabilité d'apporter un soutien au ministre en ce qui a trait aux conseils fournis au cabinet pour toutes les questions juridiques.

3.2 Résultats stratégiques

Le ministère de la Justice Canada vise l'atteinte de deux résultats stratégiques distincts, qui correspondent au double rôle que joue le ministre de la Justice et procureur général du Canada. Ces résultats stratégiques, tels qu'établis dans l'Architecture d'alignement des programmes (AAP) du Ministère, sont les suivants :

- Résultat stratégique 1 - *Un système de justice canadien équitable, adapté et accessible*
- Résultat stratégique 2 - *Des services juridiques de qualité élevée pour secondar le gouvernement du Canada*

3.3 Contexte d'exploitation ²

Le ministère de la Justice Canada est un ministère de taille moyenne qui compte quelque 4 500 employés équivalents temps plein. Un peu plus de la moitié de ces employés sont des juristes qui rendent des services juridiques aux ministères et aux organismes clients. L'autre moitié du personnel du Ministère est constituée d'une vaste gamme de professionnels, notamment de parajuristes, de spécialistes en sciences sociales, de gestionnaires de programmes, de spécialistes des communications, de personnel des services administratifs et d'agents financiers.

Le Ministère maintient des capacités en élaboration de politiques et de programmes afin de s'acquitter de ses responsabilités de base associées à l'administration de la justice au Canada et afin de soutenir l'application des priorités de politique publique et de programmes du gouvernement du Canada en matière de sécurité. Une partie de ces capacités est financée par des initiatives (c.-à-d. par le financement pour une durée limitée).

Puisque l'administration de la justice au Canada est un domaine de compétence partagée, le Ministère collabore avec les provinces et territoires en menant un large éventail d'activités portant sur les politiques et les programmes. Il finance notamment les provinces et les territoires pour la prestation de programmes qui appuient directement les objectifs stratégiques fédéraux. En plus de ses partenaires provinciaux et territoriaux, le Ministère doit également collaborer avec un vaste ensemble d'intervenants pour créer un système de justice canadien équitable, adapté et accessible. Ces intervenants sont le Parlement, les autres ministères et les organismes fédéraux,

² La section suivante donne un aperçu du contexte opérationnel du Ministère et des facteurs de grande portée qui peuvent façonner ses risques stratégiques, ainsi que de la façon dont ces risques sont gérés. Les sommaires de risques présentés ci-dessous fournissent des renseignements détaillés sur les facteurs influant sur les risques ministériels.

les administrations municipales, les organisations non gouvernementales, et les institutions internationales.

Le Ministère offre également aux autres ministères et aux organismes fédéraux un ensemble intégré de services de consultation juridique, de contentieux et de rédaction législative pour les aider à satisfaire leurs priorités stratégiques et de programmes et à atteindre l'ensemble des objectifs du gouvernement du Canada. Les services juridiques au gouvernement sont offerts par l'entremise de « portefeuilles » organisés autour de regroupements particuliers de ministères et d'organismes clients. Le Ministère fournit également des services juridiques au portefeuille de justice et appuie le ministre dans son rôle de conseiller juridique au Cabinet relativement à des enjeux complexes à l'échelle du gouvernement. Le Ministère rend des services par l'intermédiaire de diverses unités de services juridiques situées dans d'autres ministères, de directions spécialisées situées au ministère de la Justice Canada et d'un réseau des bureaux régionaux à travers le pays. (Environ 58 % des employés du Ministère travaillent dans la région de la capitale nationale, l'autre tranche de 42 % travaillant dans d'autres régions.) La prestation des services juridiques est financée par la combinaison de mesures de recouvrement des coûts auprès des clients et d'un budget de services votés.

Toutes les activités s'appuient sur des services internes et des systèmes de gestion des ressources financières et humaines, de gestion de l'information, de services de technologie de l'information, de communications, d'évaluation et de vérification interne.

Si l'on observe le contexte d'exploitation qui nous attend au cours des trois prochaines années, on peut s'attendre à ce que quelques facteurs en particulier aient d'importantes répercussions sur le Ministère. Certains de ces facteurs s'appliquent à toutes les institutions fédérales, notamment l'état de l'économie, les incidences de la mondialisation et les changements démographiques à la grandeur du Canada. Ces facteurs comprennent également les influences considérables de l'ère actuelle de l'information électronique et de la connectivité : les organisations fédérales doivent gérer rapidement des formes et des volumes croissants d'information électroniques; les nouvelles technologies accélèrent le rythme des changements et modifient les attentes de chargement - tant à l'intérieur qu'à l'extérieur des organisations - en vue d'interventions immédiates et de solutions adaptées. De plus, les ministères et les organisations doivent répondre aux nouvelles attentes des organismes centraux en ce qui concerne la gestion du secteur public et la modernisation de la fonction publique (p. ex., Objectif 2020). Dans ce contexte, on continuera de demander à la fonction publique fédérale de maximiser ses résultats et de démontrer que les ressources sont utilisées de façon optimale.

- s.21(1)(a) Pour maximiser ses résultats, le ministère de la Justice Canada devra non seulement continuer à offrir des services juridiques de grande qualité, mais il devra le faire de manière rentable. Il s'agit du principe directeur sur lequel reposent les trois engagements pris par le Ministère à la suite de
- s.21(1)(b) l'examen pangouvernemental des services juridiques effectué en 2014.



Parallèlement, et en misant sur la réussite de l'initiative Objectif 2020, le Ministère a formulé sa vision d'« équipe juridique du Canada ». Cette vision a été conçue pour orienter les changements que doit apporter le Ministère quant à sa façon de réaliser son mandat, et ce, afin de continuer à contribuer à la réussite du Canada. La vision favorisera l'innovation et l'utilisation de la technologie afin d'améliorer la prestation des services, de simplifier les processus et d'établir des bases solides qui permettront de prendre des décisions appuyées sur des faits. Elle prévoit également le renouvellement des relations entre le Ministère et ses partenaires ministériels, ainsi que la mobilisation de ses talents afin de répondre aux besoins changeants du pays.

s.21(1)(a)

s.21(1)(b)

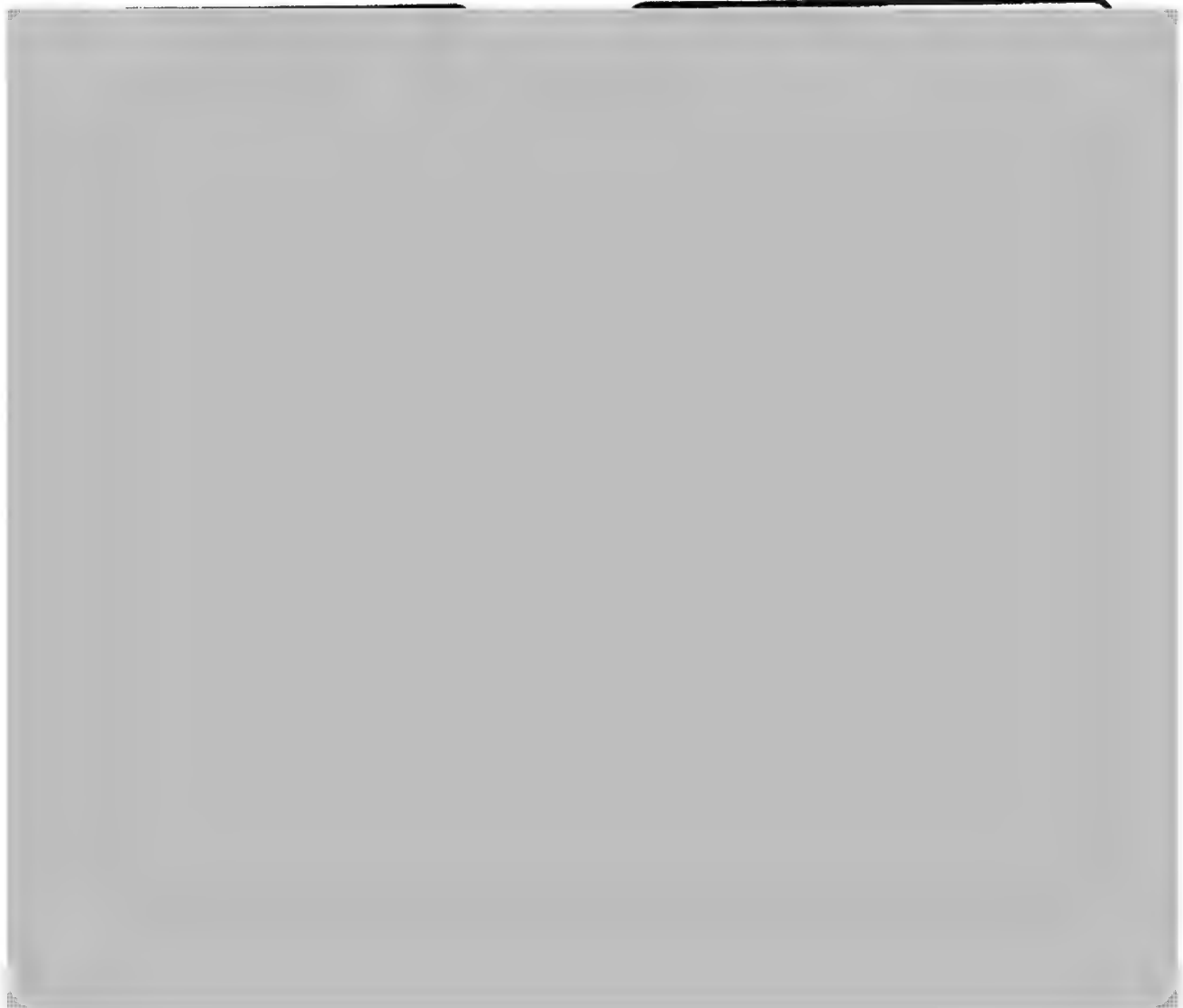
4.0 Risques ministériels

4.1 Aperçu des risques ministériels

Le graphique ci-après donne un aperçu des risques ministériels classés selon les deux résultats stratégiques du ministère de la Justice Canada et l'évaluation du niveau de risque (élevé, moyen, faible).

Résultat stratégique 1 – Un système de justice Canadien équitable, adapté et accessible

Résultat stratégique 2 – Un gouvernement fédéral secondé par des services juridiques de haute qualité



4.2 Sommaires des risques ministériels

Les sommaires qui suivent donnent de plus amples détails (p. ex., les facteurs de risque, les conséquences éventuelles, les perspectives éventuelles, les secteurs prioritaires d'atténuation et de gestion des risques, et la responsabilité) de chacun.

Pages 35 to / à 48
are withheld pursuant to sections
sont retenues en vertu des articles

21(1)(a), 21(1)(b)

of the Access to Information Act
de la Loi sur l'accès à l'information



Management Accountability Framework Portal

Notice: Departmental MAF assessments are TBS assessments and are not to be edited for any reason whatsoever. In addition, until MAF assessments are publicly released by TBS (after all assessments have been reviewed for ATIP exclusions and cabinet confidences) departments are not permitted to post their MAF assessments on their websites.

Department of Justice Canada

MAF Round 8 (2010-2011): TBS Assessment

This year's observations by the Treasury Board Secretariat related to Justice Canada (Justice) management capacity are positive overall. In total, for the 8 Areas of Management (AoM) on which the department was assessed, it received one "strong" rating and seven "acceptable" ratings. Justice has maintained its ratings compared to last year's assessment with one rating reduced from "strong" to "acceptable" and one rating increased from "opportunity for improvement" to "acceptable".

During this Management Accountability Framework (MAF) period Justice carried out its operations in an increasingly complex government environment, including transferring resources to Shared Services Canada and undertaking a Strategic and Operating Review of up to 10% savings.

Justice continued to work to maintain the trust and confidence of Canadians in the justice system through its policies and programs. The Department continued to invest in access to justice and in tackling crime for the security of all Canadians, and completed the implementation of its 2010 strategic review.

In terms of the core Areas of Management (AoMs 1, 5, 6, 7, 9, 10), the organization maintained a "strong" rating for AoM 6 and went from "strong" to "acceptable" for AoM 10. The others remained at "acceptable".

- AoM 1 Values and Ethics: Justice maintained an "acceptable" rating. Justice has demonstrated that its organizational culture, leadership, and governance support public service values and ethics. Managers and employees continue to apply values and ethics principles in their daily work. It would be beneficial for the organization to review in more detail the 2011 Public Service Employee Survey areas for which it received lower scores and to undertake activities to address the issues.
- AoM 5 Internal Audit: The quality of internal audit is consistent with requirements and Justice maintained an "acceptable" rating. The internal audit function is delivering on its commitment to complete internal audit engagements that address areas of highest risk and significance to the Department.
- AoM 6 Evaluation: Justice continues to perform well in this area, and maintained its "strong" rating. The governance of the evaluation function is aligned with the TB

Policy on Evaluation and the department has demonstrated progress toward full coverage of its direct program spending

- AoM 7 Financial Management: Justice maintained its rating of “acceptable” with particular strengths in the performance of planning and reporting cycles and in financial management governance and financial systems governance. However, there are a few areas that could be improved including better compliance with the *Directive on Payment Requisitioning and Cheque Control* and allocating appropriate resources to ensure a timely implementation of standardized configurations of FMS
- AoM 9 Integrated Risk Management: Overall, Justice demonstrates integrated risk management practice that is developing as compared to other federal organizations of its size. Notable accomplishments achieved by the Department this year include its ongoing government-wide leadership in the area of legal risk management. Justice maintains an overall rating of “acceptable” however there is an opportunity to improve the demonstration of how IRM practices support improvements to the effectiveness and efficiency of the organization’s overall performance.
- AoM 10 People Management: Justice’s overall rating remains “acceptable” with demonstrated strength with respect to Diversity and Employment Equity and Official Languages. An area for improvement on both the PSES and administrative measures is Workload and Workforce Planning Effectiveness where employees report that the quality of their work suffers due to constantly changing priorities and fewer resources available.

Justice was also assessed on department specific AoM 4 Citizen-focussed Service. The department’s rating remained at “acceptable”. Justice is encouraged to develop an inventory of its services, continue efforts to expand the adoption of service standards and, where appropriate, continue to make efforts in ensuring that its consultation activities are reflected on Government of Canada online tools.

The department has also made progress with the management priorities identified in last year’s MAF assessment:

- AoM 2 Managing for Results: Last year, the department was encouraged to continue working on its performance indicators and strategic outcomes. As a result, the department has moved from an “attention required” to an “acceptable” rating in this area. Notwithstanding this progress, Justice is encouraged to strengthen its Strategic Outcomes by using more precise terms and to provide more evidence as to how their MRRS information is being used in support of planning and decision-making and consequently how the PMF is used as a management tool.
- AoM 7 Financial Management: Addressed above.

The Treasury Board Secretariat has identified the following management priority for 2012-13:

- AoM 9 Integrated Risk Management: Although Justice received an “acceptable” rating in this area, the organization is encouraged to continue tailoring and adjusting its CRP to reflect the current operating environment so that it is maintained up-to-date and closely aligned with other key reporting and tracking tools.

Public Service Values

1. Values-based Leadership and Organizational Culture

The organization demonstrates an organizational culture founded on Values and Ethics, where people are treated with respect, leaders lead by example and employees feel comfortable providing impartial advice needed for decision-making.

- The organisation demonstrates a culture of mutual respect, integrity and professionalism.
- Leaders demonstrate and promote values and ethics behaviours.
- The organization practices continuous improvement in the area of values and ethics.

>>Acceptable

The organization has implemented activities to instill values and ethics principles in its organization, and promotion of values and ethics among employees has taken place. There is a need for additional efforts to further develop and implement the organizational code and risk mitigation strategies, but the organization has shown effective leadership in instilling a culture of values and ethics, particularly among legal practitioners. A list of activities has been provided. Additional implementation efforts could benefit risk identification and mitigation strategies for values and ethics.

Consequently, the organization adequately demonstrates a culture of mutual respect, integrity and professionalism. Required activities have been identified during the reporting period and implementation of these is in progress, **with many examples of evidence of progress provided**. Values and ethics should be more clearly incorporated into organizational plans, and more attention paid to non-legal practitioners, but the department has implemented the program across the community.

1.1 The organisation demonstrates a culture of mutual respect, integrity and professionalism.

>>Acceptable

The organization has identified activities related to values and ethics and conflict of interest; **most** of which have been implemented and communicated. These activities include: sessions on values and ethics to staff; advice to staff who requested it; an email reminder to staff to review their conflict of interest situation and make a report if necessary; a website which **communicates** particulars of how to contact the office; forms are being developed for various processes. The Office for Integrity and Conflict Management in the Workplace (OICMW) has partnered with the Human Resources Professional Development division and **has developed** training sessions, including a Professionalism-based Values and Ethics course for lawyers, and a new orientation course. **Evidence of training activities and products was provided**. Seven different fora were mentioned, ranging from the Audit committee to the Diversity Awareness Forum. The Informal Conflict Management System function was recently evaluated, and the OICMW is scheduled for audit in 2011/12. Activities in support of conflict of interest appear to be somewhat stronger, given the evidence of senior management support for the program, and the development of a process for filing a report and related procedures.



The organization has identified activities related to the development of its organizational code of conduct; **most** of which have been implemented and communicated. The Department has an opinion poll related to workplace well being, called Dialogue 2010. Suggestions for how to make Justice a better place to work will be incorporated in the **new draft** code which is under development, and will contribute to the People value. There have been consultations with key stakeholders on the **draft code**. **A copy of the draft code and evidence in the form of a narrative description of activities have been provided.** Further documentary evidence of activities in progress would have been beneficial, **as it is clear that a lot of work has been done.**

Risks related to values and ethics are partially identified and partially addressed through mitigation strategies. The principle report states that responsibility to determine and monitor risk and risk mitigation effectiveness rests with management. It also states that monitoring conflicts, once declared, is a management responsibility. Principle mitigation strategies listed are the availability of the office staff to give advice, creating awareness, providing opportunities for dialogue, and training in values and ethics. Training and awareness tools are in various states of preparation, and **were** submitted as evidence. **Although the organization did not submit documentary evidence,** such as a risk assessment framework, key risks and mitigation strategies, workshops to assess risk, procedures and activities implemented to assess risk and determine risk mitigation strategies and measure their effectiveness, **further evidence in the form of a narrative description of risk activities was provided.**

The organization has a values and ethics infrastructure in place which has been promoted on an ongoing basis. The department of Justice has created an Office for Integrity and Conflict Management in the Workplace which is responsible for values and ethics, a workplace well-being program, and an informal conflict management process, which includes harassment. This office was amalgamated in one central location in October, which helped eliminate confusion among the programs. The organization has appointed a Director, has staffed the Office for Integrity and Conflict Management in the Workplace, and has taken the additional step of amalgamating the formerly disparate organization in one office, and held an Open House to promote their activities. However, the assessment would be greatly improved if documentary evidence of the planning activities supporting the infrastructure were provided.

Values and ethics principles **are regularly taken** into account in the organization planning exercises, **and the key role of justice department lawyers in leading ethical dialogue in the client departments appears to be emphasized and promoted by senior management.** Further narrative evidence to support the assertion that values and ethics principles are fully integrated/embedded in business process was provided. **The OICMW** reports to the Assistant Deputy Minister of management and they participate in corporate planning activities. **Narrative evidence was** provided to indicate the role that the Office plays **in planning, and of the** integration of values and ethics themes into management practice. **Senior** management discusses values and ethics with the management team in the context of performance review.

1.2 Leaders demonstrate and promote values and ethics behaviours.

>>Acceptable

Senior and middle managers, senior officers and senior officials have on **many occasions** encouraged dialogue among employees and promoted values and ethics across the organization. **The department has stressed the role that Justice lawyers play in their client departments, in participating and promoting ethical dialogue.** It is stated that the Director plays a direct role in making managers aware of their accountabilities, and the need to stimulate discussion on values and ethics. The documentation states that "through direct discussions, awareness sessions, and training opportunities, all departmental employees are strongly encouraged to speak to their managers about issues involving values and ethics, and are encouraged to engage the OICMW when further clarification is sought." Much good work appears to be underway in briefing new staff, promoting dialogue on values and ethics, and initiating a website and portal. **Training and communication activities have taken place,**



and more are now underway, and the activities of the multifunctional OICMW have been promoted throughout the regions. Further evidence has been provided to enable the assessment of the degree to which management at all levels have encouraged and promoted values and ethics across the organization.

The organization has developed a comprehensive plan which has been **fully** implemented and communicated across the organization. **Although a comprehensive plan was not provided, there is evidence of a holistic approach, and many activities.** The Deputy Minister (DM) and two Associates, forming the Deputy Minister team, engage managers regarding the core public service values, as well as professional values which govern the legal profession. A short list of activities was provided: the DM team has led orientation sessions for new employees, discusses values and ethics during performance reviews, and also sends communiqués throughout the year. **Some evidence, mostly of training activities and of the development of the organizational code, has been provided. Further evidence supporting the critical role that lawyers play as leaders in ethical dialogue was provided, and the incorporation of specific measurement of values and ethics in the performance management process was cited.**

1.3 The organization practices continuous improvement in the area of values and ethics.

>>Acceptable

The organization **has sought to identify common values and ethics issues and solutions from across government departments, relying on its role as legal counsel to client departments.** The organization is to be commended for initiating consultation with some other departments, the Values & Ethics network and one outside stakeholder (the law societies). The organization participates in the interdepartmental network of Values & Ethics practitioners, and compares best practices. They have consulted key stakeholders (i.e. the law societies) to ensure alignment of professional codes. Some consultations with other departments have been undertaken to learn from their approaches and tools, **and they have provided assistance in the drafting of values and ethics codes in some instances.**

Lessons learned from ethical breaches have been communicated **regularly.** **The department identified, through the departmental survey, that harassment was an issue, and mandatory training was implemented to mitigate the situation. One hundred percent participation was achieved. Generic examples and case studies of values and ethics issues are used in all of the OICMW's presentations and training sessions. Examples as evidence would have been beneficial. It does not deal with actual breaches that have occurred in the department. Managers are responsible for dealing with ethical breaches, and mitigating the circumstances that led to their occurrence. Some evidence was provided to respond to the requirement to learn from their own ethical breaches and demonstrate continuous improvement; further evidence and focus on the employees in the department who are not Justice lawyers would have been beneficial.**

Governance and Strategic Directions

2. Managing for Results

A robust performance framework demonstrates corporate alignment to outcomes in support of planning, reporting and decision making processes.

- **Quality of the Strategic Outcome(s) and Program Activity Architecture.**

- **Quality of the Performance Measurement Framework**
- **Quality of Performance Reporting**
- **Extent to which the MRRS information is used to support planning and decision making.**

>>Opportunity for Improvement

Area of Management (AoM) 2 has undergone several changes since MAF Round VII. For MAF Round VIII, two AoMs were combined in order to more efficiently assess a department's ability to manage against results. This renewed AoM 2: Managing for Results represents a combination of former AoMs 2 (Utility of the Corporate Performance Framework) and 7 (Quality of Performance Reporting). As a part of this amalgamation, some of the Lines of Evidence from the previous AoM 7 were modified or removed entirely.

MAF Round VIII also marks the first time that departments are being formally rated on Line of Evidence (LoE) 2.2 (Quality of the Performance Measurement Framework), and assessed, albeit unrated, on LoE 2.4 (Extent to which MRRS information is used to support planning and decision-making).

With the maturity of Management, Resources and Results Structures (MRRS), we have seen the overall quality of Strategic Outcomes and Program Activity Architectures improve and stabilize within departments. As a result, an increased emphasis has been placed on the quality of departmental performance measurement frameworks and how MRRS-related information is being used to support planning and decision-making within departments. This new emphasis has resulted in the weighting for all LoEs in this AoM to be modified for MAF Round VIII.

2.1 Quality of the Strategic Outcome(s) and Program Activity Architecture

>>Acceptable

• **The Strategic Outcome(s) represent(s) (an) adequate outcome statement(s) that is/are appropriate given the mandate and resources of the organization.**

o The Department of Justice's (DOJ) two strategic outcomes are consistent with the organization's mandate as established by the *Department of Justice Act*. The Strategic Outcome gives an indication of the department's long-term goals; however, the second strategic outcome "*A Federal Government that is supported by effective and responsive legal services*" should be refined to clarify the meaning of "effective".

• **The Program Activity Architecture represents a logical structure that can align its programs to the achievement of the Strategic Outcome(s).**

o The program activity "*Justice policies, laws and programs*" should be reworded to read as a clear self-evident program title rather than a listing of products.



2.2 Quality of the Performance Measurement Framework

>>>Opportunity for Improvement

- **Most expected results are clear outcome statements that are appropriate for their respective programs.**

- o In most cases, the expected results are appropriate for the respective programs however some are stated as activity statements, eg., the expected result developed for the sub-activity Private International and Public Law, *"The Minister of Justice is supported by highly specialized legal policy advice on issues that cut across government, i.e., human rights, information law and privacy, private international law and public law policy"* and no expected results were developed for all sub-activities under the second Strategic Outcome.

- **Most outputs have been identified as products or services that are appropriate for their respective programs.**

- o The majority of outputs are products or services, however, in some cases the outputs are not clearly articulated, eg., output developed for the Legal Aid program, *"Immigration and refugee legal aid is provided to economically disadvantaged persons in provinces delivering these service"*. This represents an activity statement and not a clear output.

- **Many performance indicators are not clear and valid measures for their respective strategic outcome(s), expected results and outputs.**

- o Most performance indicators are not clearly articulated and are not in the appropriate format. The majority of the performance indicators refer to trends that are not defined, e.g., *"Trends in public confidence in the justice system"*.

- o In most cases the performance indicators are included in the target filed, eg., the target developed for the sub-sub-activity Access to Justice in Both Official Languages Support Fund, *"30% of all Official Language Minority Community Projects funded will have as a main objective to increase awareness/knowledge"*.

- o No performance information have been developed for the program activity *"Office of the Federal Ombudsman for Victims of Crime"*.

- o Targets have not been developed for each performance indicator. At times, one target was developed for two different performance indicators. For example, the target developed for the Victims of Crime Initiative program, *"Greater than 50% of respondents who receive financial support report an improved experience in the justice system"* relates to the following two performance indicators: *"Trends in victims' perceptions regarding their experience with the justice system"* and *"Trends in the number of registered victims receiving financial support to attend National Parole Board hearings"*.



o Most of the targets developed are not stated correctly. In most cases targets are stated as descriptions or include the performance indicators, eg., target developed for the Access to Justice Services in the Territories program *"Maintain (or increase) access to justice expenditures at 2003-04 expenditure levels; to establish a baseline of the number of communities who have access to Aboriginal Courtwork Services and demonstrate a 2% annual increase in number of communities served (contingent on renewal of program with increased funding; 10% of participants demonstrate a change in their level of knowledge due to Public Legal Education and Information"*.

2.3 Quality of Performance Reporting

>>Acceptable

· **The Departmental Performance Report is generally balanced – the report presents both positive and negative aspects of performance and substantiation or explanation is provided.**

o Lessons learned are specifically identified in the DPR and the source of the lesson learned is also specifically noted (p. 24, 34) In order to strengthen the overall results-focus of the report corrective actions and next steps should be more clearly discussed.

· **The Departmental Performance Report makes adequate use of the departmental Management, Resources and Results Structure (i.e., Program Activity Architecture and Performance Measurement Framework) in linking plans to performance.**

o The performance story in the DPR is reported at the PA level and the DPR evidences a rigorous Performance Measurement Framework (PMF) that is based on the approved MRRS. The report could benefit from a further discussion of how PA level achievements contributed toward the SO in section II.

· **Some information on the validity and credibility of data used is provided. Several relevant findings from audit and evaluation are included. The reader has a good sense of the source of the data and information in the DPR and its quality.**

o The risk assessment in Section I discusses risks presented in the RPP and informs readers of how they materialized and were successfully mitigated (p.13). The DPR references findings from evaluation reports (p.23 & Online E-layer). Comparisons and trends are effectively used to provide context for performance. Trend data show comparisons of the same organization between years/over time (p.27, 29-33).

· **Financial information in the Departmental Performance Report is sufficiently clear and explained with text, as necessary. Linkages between resources and results are adequately demonstrated.**

o Explanations of the financial tables are clear, simple and effective so that a layperson could understand the information and interpret it to make informed conclusions. (All



fin tables p.9-10, p.17, p.26, p.35, p.37) There is clear discussion throughout the report of how performance achieved contributes to overall benefits for Canadians (p.28-29).

2.4 Extent to which the MRRS information is used to support planning and decision making.

>>Unrated

- **The organization collects actual data against some of the measures in its performance measurement framework.**

- o Actuals were provided for some performance indicators in the performance measurement framework of record.

- o In a few instances, 'actual' performance data was not provided with no further context or explanation. A few examples include: SA Criminal Justice, SA Access to Justice, SSA Legal Aid-Public Safety and Anti-Terrorism, etc.

- **MRRS information is occasionally being used to support documents submitted to central agencies to justify funding decisions.**

- o The organization has stated that MRRS information is being used to support decision making by making reference to Strategic Review, Memorandums to Cabinet, Treasury Board Submissions. However, no explanation or concrete examples were provided to substantiate Justice's claims.

- **Results information is occasionally being used to support financial and resource allocations and/or other program management decisions in the department.**

- o The organization has demonstrated that results information is at times used to support decision making by conducting evaluations, audits, performance reporting through the Departmental Client Feedback Survey as well as through the preparation and development of business plans, Departmental Performance Profiles, policy and program planning and on-going assessment and reallocation, etc.

- o While these seem appropriate examples, it is not clear how Justice actually uses MRRS results information to support financial and program management decisions.

- **Results information is not being used in making appropriate adjustments.**

- o No evidence was provided.

3. Governance and Planning

An integrated corporate system of decision-making enables effective allocation of resources to priorities, alignment of activities to outcomes and management of accountabilities.

- Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.
- Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.
- Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>Strong

This Area of Management (AoM) was not assessed in the current Round for this organisation as it is an AoM assessed on a rotational basis. Therefore, the rating is carried over from the last Round this organization was assessed on that AoM.

3.1 Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.

>>

3.2 Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.

>>

3.3 Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>

Citizen-focused Service

4. Citizen-focused Service

Every day the Government of Canada delivers a broad range of services that affect the well being of individuals and organizations across Canada and abroad. Excellence in service delivery contributes to the achievement of public policy goals, delivers value for money, produces high levels of client satisfaction, and promotes confidence in



the government. Services represent a considerable investment for the Government of Canada.

- **Sound Service Management Practices.**
- **Client Service Orientation.**
- **Public/client views/needs are considered when developing new policies, programs, services and initiatives.**

>>Acceptable

The Department of Justice Canada (JUS) was assessed as "Acceptable" with regard to Area of Management 4 (Citizen-focused Service), based on:

- A rating of "Acceptable" for Line of Evidence 4.1 (Sound Service Management Practices);
- A rating of "Strong" for Line of Evidence 4.2 (Client Service Orientation); and
- A rating of "Acceptable" for Line of Evidence 4.3 (Public/client view/needs are considered when developing policies, programs, services and initiatives).

4.1 Sound Service Management Practices

>>Acceptable

1. Setting Clear Results: Extent to which the organization has developed expected results for its services.

Rating: Acceptable

Rationale for the assigned rating

JUS demonstrated that it has developed clear expected results for some of its services, including service standards for its grants and contributions programs.

Summary of evidence provided

JUS identified clear expected service results in its 2010-11 Report on Plans and Priorities. It established service standards and performance targets for its Grants and Contributions services across the Department. The Department's expected results are communicated within the organization and some service standards are posted on its website.



JUS indicated that it includes provisions for service standards in its cost sharing agreements and that it developed a draft Evaluation Framework that includes new performance measures for its services. JUS also indicated that it is considering the establishment of a Service Charter.

2. Tracking Performance against results and adjusting approaches and operations as required: Extent to which the organization is tracking progress against results and adjusting its services delivery approaches and operations.

Rating: Acceptable

Rationale for the assigned rating

JUS demonstrated that it is establishing a service-related performance measurement approach and is making some adjustments to its service delivery approaches and operations in response to results of its performance reporting.

Summary of evidence provided

JUS' ongoing efforts to track performance include the use of program evaluations, reviews, results of client satisfaction measurement and performance reporting on established service standards. For example, JUS eliminated some grants and contributions (Gs and Cs) programs in response to its changing priorities and client views, it integrated the results from a 2009 Client Feedback Survey into its annual planning and 2009-10 DPR; and developed a new system for tracking performance against service standards, which will be implemented 2010-11.

3. Planning for Service Improvement: Extent to which management has set overall priorities for service improvement considering the department's individual circumstances, including the impact on mandate, government priorities, resources, risk management and opportunities for innovation.

Rating: Strong

Rationale for the assigned rating

JUS demonstrated progress in setting priorities and plans for service improvement based on performance reporting, audit findings, and client feedback.

Summary of evidence provided

JUS indicated that its overall priorities for service improvement include strengthening its capacity to deliver legal services and supporting Law Practice Management. In establishing its priorities, JUS noted that it relied on client feedback on its service performance, the Auditor General's May 2007 audit report, grant funding reviews, legal risk management, and performance measurement and reporting.

In the area of Gs and Cs, priorities outlined in the Departmental Action Plan (DAP) were established on the basis of external consultation on its service performance. These priorities include the reduction of administrative burden on funding recipients through risk-based assessments, and the development of department-wide service standards for all Gs and Cs services. The Department indicated that its Senior Management Management Board, which oversees service throughout the organization, approved its DAP.



4.2 Client Service Orientation

>>Strong

1. Official Languages: Extent to which services are delivered to clients in accordance with the Official Languages Policy Framework (linguistic capacity of front line employees), and availability of services in both official languages.

Rating: Strong

Rationale for the assigned rating

According to data from the Position and Classification Information System as of November 30, 2010, 96.7% of employees providing services to the public meet the linguistic requirements of their bilingual positions.

In its 2009-10 annual review on official languages, JUS indicated that all services are nearly always offered in both official languages and are nearly always of equal quality.

2. Accessibility: Extent to which services are being made accessible to persons with disabilities.

Rating: Acceptable

Rationale for the assigned rating

JUS provided evidence that it is making its services accessible to persons with disabilities.

Summary of evidence provided

JUS demonstrated that it is making its services available to persons with disabilities through various means, including publishing a guide on funding for visually impaired applicants in braille and operating a teletypewriter number for persons with hearing disabilities. It also noted that it implemented technologies, such as a web-based information applications, to enable access to services by persons with disabilities.



4.3 Public/client views/needs are considered when developing new policies, programs, services and initiatives.

>>Acceptable

JUS provided evidence of having conducted consultations to support most of the identified priorities related to the development of its policies, programs, services, and initiatives. The Department provided some evidence of having used online tools, namely its own web site, to inform its clients and the public on some of its consultation activities. However, information on its current consultation activities is not available on its web site. The Department provided evidence of having used the Service Canada Consulting With Canadians Web site to inform clients and the public on one of its consultation activities. Finally, the Department provided evidence of having made most of the results from its consultation activities and public opinion research available online to its clients and the public.

Stewardship

5. Effectiveness of Internal Audit Function

The Internal Audit governance structure is fully developed. There is sufficient capacity to sustain performance. The work is performed in compliance with the policy and directives on Internal Audit. The internal audit regime is contributing to improvements in risk management, control, governance and organizational performance.

- **An Internal Audit governance structure is fully developed with sufficient capacity to sustain performance.**
- **Internal audit work is performed in accordance with the Policy and Directives on Internal Audit.**
- **Internal Audit is contributing to improvements in risk, control, governance and organizational performance.**

>>Acceptable

The Department of Justice Canada (JUS) meets the expectations of the Treasury Board Policy on Internal Audit as demonstrated by the performance and progressive value-added impact of the internal audit function.

There is a governance structure in place. The Chief Audit Executive (CAE) reports directly to the Deputy Head and is independent from senior management enabling the provision of objective assurance services. There is an independent Departmental Audit Committee (DAC) with an established Work Plan that is based on a risk-guided focus and cycle for the review of values and ethics, risk management and the management control framework. The Department uses a strategic resourcing approach that relies on a balance or combination of in-house and external resources.

The Department provided a Risk-based Audit Plan (RBAP) based on a risk assessment exercise that prioritizes audit selection based on highest risk and significance. The majority of planned and completed work is assurance based. Internal Audit reports are reviewed by the Departmental Audit Committee, approved by the Deputy Head



and submitted to the Office of the Comptroller General in a timely manner. A practice inspection is planned for 2011-2012.

The internal audit regime is adding value through the provision of assurance and advice on identified risk, control, governance issues and departmental performance. The CAE Annual Report illustrates the progress of the internal audit function in contributing to improvements in risk, control and governance processes. The inaugural DAC Annual Report illustrates the activities undertaken during the period of review.

5.1 An Internal Audit governance structure is fully developed with sufficient capacity to sustain performance.

>>Acceptable

The Chief Audit Executive (CAE) reports directly to the Deputy Head and is independent from senior management enabling the provision of objective assurance services.

There is an independent Departmental Audit Committee (DAC) with an established Work Plan that is based on a risk-guided focus and cycle for the review of values and ethics, risk management and the management control framework. The DAC provides advice and recommendations to the Deputy Head on a regular basis.

The Department uses a strategic resourcing approach that relies on a balance or combination of in-house and external resources. Professional development and training activities are linked to competency gaps at the individual level and related to that individual's projects.

5.2 Internal audit work is performed in accordance with the Policy and Directives on Internal Audit.

>>Acceptable

The Department provided a Risk-Based Audit Plan (RBAP) prior to the first quarter of 2010-2011. There is evidence of a risk assessment exercise that prioritizes audit selection based on highest risk and significance over the planning period. The majority of planned work is assurance based. There is identification of resources and rationale in support of all planned engagements. The RBAP illustrates a sufficiency of resources to cover the first year priority areas.

Based on the assessment of five internal audit reports, the quality could be enhanced by consistently ensuring audit reporting conforms to the Internal Auditing Standards for the Government of Canada. Internal audit reports are reviewed by the Departmental Audit Committee, approved by the Deputy Head and submitted to the OCG in a timely manner. The completion rate relative to the 2009-2010 risk-based planning period is 76%. The majority of completed work is assurance based.

The quality assurance improvement program is in place; however, there is insufficient evidence to illustrate that there are on-going internal assessments performed with results communicated and action plans implemented. A practice inspection is planned for 2011-2012.



5.3 Internal Audit is contributing to improvements in risk, control, governance and organizational performance.

>>Acceptable

The internal audit regime is adding value through the provision of assurance and advice on risk, control, governance and departmental performance. The CAE Annual Report illustrates progress of the internal audit function in contributing to improvements in risk, control and governance processes. The inaugural DAC Annual Report illustrates the activities undertaken during the period of review. The DAC is encouraged to report on the results of its advisory work; and the performance and capacity of the internal audit function.

Results and Performance

6. Quality and Use of Evaluation

A comprehensive and reliable base of evaluation evidence on program relevance and performance is created and subsequently used to support policy and program improvement, expenditure management, Cabinet decision-making and public reporting.

- Quality of evaluation reports.
- Governance and support for the evaluation function.
- Evaluation coverage of the organization's direct program spending.
- Use of evaluation to support decision-making and reporting.

>>Strong

Justice Canada continues to perform well in this area of management and has maintained its overall "strong" rating, but with slightly different results across the individual lines of evidence compared to its MAF Round VII assessment. While the organization has seen an improvement in lines of evidence 6.3 (Evaluation coverage of direct program spending) and 6.4 (Use of evaluation), it has seen a decline in rating for lines of evidence 6.1 (Quality of evaluation reports) and 6.2 (Governance and support for the evaluation function).

Justice Canada received a rating of "Acceptable" for quality of evaluation reports. Evaluation reports addressed the core issues of relevance and performance, but did not always provide clear conclusions on these issues. This is, in part due to limited availability of performance data. The methodology sections in the reports could be enhanced with a full explanation of the factors that led to the selection of the data collection methods, as well as a full analysis of the methodological limitations, associated mitigation strategies and corresponding impact on the findings, conclusions and recommendations.

Justice Canada continues to maintain a neutral and independent evaluation function and governance structure to support the centralized evaluation unit. Although it is reported that the Head of Evaluation reports functionally to the deputy head without an intermediary on evaluation matters, the Head of Evaluation appears to only have access through Departmental Evaluation Committee meetings. The department may wish to examine the relative merits of more direct access mechanisms, such as bilateral meetings between the deputy head and the head of evaluation, which would fully meet the deputy head's requirement under the *TB Policy on Evaluation* (2009) to ensure that the head of evaluation has direct and unencumbered access, as required.

The department continues to encounter challenges with respect to performance measurement. The evaluation reports that were reviewed for this assessment cite the limited availability of performance data. There are also indications that the department might be experiencing some difficulty with the implementation of recommendations from evaluation reports that pertain to performance measurement.

In terms of coverage, Justice Canada continues to show progress toward achieving full coverage of the department's program base, with its evaluation coverage levels of direct program spending having entered the low-end of the acceptable range (i.e., an average annual amount of 10% to 19%), but its coverage of ongoing programs of grants and contributions having reached what is considered to be the strong range (i.e., an average annual amount of 20% or more). The department has shared a 5-year risk-based departmental evaluation plan with TBS that demonstrates a number of leading practices and includes all direct program spending.

The department self-reports strong utilization of evaluation results. Evaluations are regularly incorporated in key decision-making and reporting documents. As well, the department reports that significant progress has been made in implementing a majority of evaluation recommendations made by the evaluation unit.

6.1 Quality of Evaluation Reports

>>Acceptable

All six evaluation reports submitted by Justice Canada were reviewed for the MAF VIII assessment. The rating of "Acceptable" represents the reports reviewed and the department's previous experience in this Area of Management. The majority of reports addressed and produced findings on the core issues of relevance and performance, but do not always provide clear conclusions on these issues. (It is noted that although the evaluation of the Legal Excellence Program was submitted this year it was conducted prior to approval of the *TB Policy on Evaluation (2009)*, and would thus not be expected to address the core issues.)

Data collection methods are discussed with sufficient detail, including data sources, stakeholders' perspectives, and sampling methodologies that demonstrate validity and reliability of data. Findings are generally well substantiated with multiple lines of evidence that draw upon a balanced mix of qualitative and quantitative data. However, there are some aspects of methodology that were not always fully articulated in the report. For example, reports did not always specify an evaluation approach or design nor did the reports consistently include elements of either such as a program logic model or evaluation framework. Identifying a clear evaluation approach and design provides a basis for understanding the selection of data collection methods and sampling strategies. In addition, a rationale for the methodology that considers the level of program risk would have also strengthened the reports. Further, evaluation reports did not always include explanations of methodological limitations. Limitations of the evaluation should be disclosed with a discussion of their impact on the findings and conclusions of the report, as well as mitigating strategies to address limitations.

All evaluation reports are accompanied by a management response and action plan that addresses recommendations of the report, outlining accountabilities and timelines for action items.

Evaluation reports reviewed for the MAF VIII assessment:

1. Legal Excellence Program
2. Youth Justice Initiative Funding Component
3. Contraventions Act



4. Aboriginal Justice Strategy
5. Canada's Action Plan Against Racism
6. Federal Victims Strategy

6.2 Governance and Support for the Evaluation Function

>>Acceptable

Justice Canada reports that the Head of Evaluation reports functionally to the deputy head on evaluation matters without an intermediary and has the explicit authority to submit evaluation reports directly to the deputy head. However, it appears that the Head of Evaluation only has access to the deputy head through Departmental Evaluation Committee (DEC) meetings. The department may wish to examine the relative merits of more direct access mechanisms, such as bilateral meetings between the deputy head and the head of evaluation, which would fully meet the deputy head's requirement under the *TB Policy on Evaluation (2009)* to ensure that the head of evaluation has direct and unencumbered access, as required.

Otherwise, the department has maintained a governance structure to support the evaluation function. The DEC is chaired by the deputy head, meets regularly to discuss evaluation, and is guided by terms of references that are consistent with Annex B of the *TB Policy on Evaluation (2009)*.

The department has a centralized evaluation function and reports that 100% of evaluation resources are controlled by the Head of Evaluation. Resources dedicated to evaluation have increased steadily from the previous fiscal year. As reported in the 2010 Capacity Assessment Survey, funding dedicated to evaluation increased from approximately \$2.55M in 2009-2010 to \$2.7 in 2010-2011, and the number of A-Base FTEs dedicated to evaluation remains stable at 10 FTEs for 2009-2010 and 2010-2011. The department has demonstrated the capacity to complete evaluations as planned.

Justice Canada reports that the centralized evaluation function is responsible for monitoring the development and implementation of performance measurement strategies, but that tracking and reporting on the status of performance measurement strategies is done on an ad hoc basis. The department has demonstrated monitoring of the planning and implementation of performance measurement strategies stemming from evaluation recommendations. However, a review of the implementation of evaluation recommendations indicates that progress on the implementation of performance measurement recommendations is limited.

Evaluation reports reviewed for the MAF VIII assessment attempt to utilize performance information, but the extent to which performance data was available performance data is limited. These evaluation reports include recommendations for improving performance data collection and reporting, which suggests that there could be opportunities for the department to re-examine how it monitors the development and implementation of performance measurement strategies.

6.3 Evaluation Coverage of the Organization's Direct Program Spending

>>Strong

Justice Canada shared a 5-year risk-based departmental evaluation plan (DEP) with TBS this year. The DEP was approved by the Deputy Head with confirmation that



the DEP aligns with the departmental MRRS, supports the requirements of EMS, and includes all ongoing programs of grants and contributions. The DEP assesses the evaluation planning context and prioritizes evaluations based on commitments stemming from TB Submissions or Performance Measurement Strategies, requirements under the *Financial Administration Act* (FAA), and risk criteria identified by the department.

Overall, a review of the DEP finds that it supports strong management practices. The DEP includes a detailed schedule that identifies horizontal initiatives, rationale, risk-ranking, and link to the Program Activity Architecture (PAA) for each evaluation. However, only required evaluations have been assigned a planned date for completion. The department may wish to consider including start and end dates for all evaluation projects to assist in managing workflow. Although the DEP includes all direct program spending, the department may also wish to consider adding details such as the amount of program spending covered by individual evaluations and the estimated cost of each evaluation, where appropriate.

Justice Canada's coverage of direct program spending by evaluation indicates that progress has been made over the past year to meet evaluation coverage requirements of the TB *Policy on Evaluation*. Average annual coverage of direct program spending from 2007-2008 to 2010-2011 is 10.55%. Average annual coverage of grants and contributions programs for the same period is 19.6%, which indicates that the department is on track to evaluate all ongoing programs of grants and contributions every 5 years as required by section 42.1 of the *Financial Administration Act*.

6.4 Use of Evaluation to Support Decision-making and Reporting

>>Strong

Overall, Justice Canada demonstrates use of evaluation information to support program improvement, decision-making, and reporting. Justice Canada reports that the Head of Evaluation was consulted in the development of the Report on Plans and Priorities (RPP), the Departmental Performance Report (DPR), TB Submissions, and MCs to varying degrees during 2010-2011. The department also reports that the RPP reflects the DEP, and that relevant evaluations were taken into consideration in the DPR, TB Submissions, and MCs.

Justice Canada has demonstrated systematic tracking and reporting on the implementation of management action plans that follow-up on evaluation recommendations. The centralized evaluation function is responsible for collecting information and reporting on the status of management action plans with input from program managers. The department reports that significant progress has been made in the implementation of management action plan items scheduled for completion in 2009-2010. However, progress in the implementation of recommendations specifically pertaining to performance measurement may be more limited. Justice Canada's DEP for the period 2010-2011 to 2014-2015 includes a summary report on the implementation of evaluation recommendations, which provides an overview on the implementation status of evaluation recommendations, identifies challenges to their implementation, as well as, measures to improve Management Response and Action Plans. The report also indicates a commitment to follow-up on outstanding evaluation recommendations and to continue reviewing evaluations on an annual basis.

The TB *Directive on the Evaluation Function* requires departments to share completed evaluation reports with TBS immediately upon approval of the report by the



Deputy Head. The notional deadline that has been established for this purpose is 7 days. To date, TBS has received 6 evaluation reports from Justice Canada. On average, TBS received reports within 5 days following approval. Departments are also required to post evaluation reports on their website in both official languages in a timely manner following their approval by the deputy head. The notional timeframe for this purpose is 90 days. Justice Canada has posted two of the evaluation reports shared with TBS to their departmental Website. On average, these reports were posted in a timely manner.

Stewardship

7. Effectiveness of Financial Management and Control

Effective Financial Management practices are in place as demonstrated by Planning, Operations and Reporting cycles.

- Area of Management Summary
- Performance of the Planning Cycle.
- Sustainability of the Planning Cycle
- Performance of the Operations Cycle
- Sustainability of the Operations Cycle
- Performance of the Reporting Cycle
- Sustainability of the Reporting Cycle

>>>Acceptable

The department's compliance with regulations and financial management policies in certain areas requires improvements as indicated in the notes below

Capacity in the Financial Management Organization could be strengthened.

Exemplary and commendable progress is demonstrated in the departments progress and management of internal controls over financial reporting.

7.0 Area of Management Summary

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7.1 Performance of the Planning Cycle

>>>Opportunity for Improvement

Approved budgets were only provided to fund centre managers after the first quarter of the fiscal year which is not optimal. Additional effort can be applied to advance this process.



There is no evidence that the CFO's independent challenge function is supporting reliable key assumptions or estimates relative to workload.

7.2 Sustainability of the Planning Cycle

>>Acceptable

Though not considered in the formal assessment, it is noted that take-up on the Canada School of Public Service's leadership courses is minimal.

The demonstrated efforts by the department on the assessments of effectiveness of the systems of internal control over financial planning and budgeting is positively noted.

7.3 Performance of the Operations Cycle

>>Acceptable

The department's compliance with regulations and financial management policy instruments demonstrated weaknesses in the following areas: a) documentation and write up of a formal report of the review of the controls pertaining to delegated financial authorities; b) having the formal report reviewed and approved by CFO; c) departmental systems to track suppliers paid within 30 days; d) departmental systems to track suppliers paid per contract if payment terms greater than 30 days; e) departmental systems to allow for splitting of invoices to pay portions not in dispute within 30 days; and f) paying interest on all late payments.

7.4 Sustainability of the Operations Cycle

>>Acceptable

Capacity in the Financial Management Organization could be strengthened by directing efforts towards reducing the proportion of positions that are staffed on an interim basis or are vacant and by promoting the retention of senior FIs in the department and in their current positions.

The average lengths of time senior financial officers (FI-03s and/or FI-04s) have been in the department and in their substantive position are less than the government-wide averages.

7.5 Performance of the Reporting Cycle

>>Acceptable

The Pay Administration Model (PAM) had not been reviewed. PAM is the first set of deliverables from the Common Financial Management Business Process Initiative and was provided to departments Feb. 2009.

7.6 Sustainability of the Reporting Cycle

>>>Strong

Exemplary and commendable progress is demonstrated in the departments progress and management of internal controls over financial reporting.

8. Effective Management of Security

Management of security contributes to the effectiveness of government by protecting employees, information, and assets and ensuring the continuity of government operations and services.

- Evaluates corporate frameworks and programs for governance and planning, in relation to the departmental security program, and in support of the development, implementation and maintenance of the Departmental Security Plan.
- A security organization with adequate resources, people and processes is in place to support implementation of the Departmental Security Plan and effective management of security in the department.
- Processes are in place for on-going monitoring, performance measurement and reporting to senior management on security risks, policy compliance and effectiveness of security control framework.
- An assessment of the current state of security practices and of the progress at implementing priorities established in the Departmental Security Plan and addressing deficiencies identified in MAF and through other means.
- The organization provides leadership, demonstrates innovation and contributes to the government-wide security program.

>>>Acceptable

This Area of Management (AoM) was not assessed in the current Round for this organisation as it is an AoM assessed on a rotational basis. Therefore, the rating is carried over from the last Round this organization was assessed on that AoM.

8.1 Governance and Planning

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8.2 Capacity and Processes

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8.3 Monitoring, Performance Measurement & Reporting

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8.4 Results

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8.5 Government-wide Leadership

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Risk Management

9. Integrated Risk Management

Risk management is integrated across management practices and proactively and consistently informs organizational decision-making.

- **Governance and Leadership**
- **Implementation**
- **Results and Continuous Improvement**

>>Acceptable

The Department of Justice (DoJ) has made progress in MAF Round VIII to advance its integrated risk management (IRM) approach. DoJ's leadership has proactively ensured that appropriate governance, accountability and roles and responsibilities have been established so that corporate risks are clearly communicated and mitigated.

Other advancements for MAF Round VIII include the establishment of an IRM Framework and an IRM Community of Practice, which will be an important asset to the department in promoting the importance of IRM and providing a venue for open discussion, collaboration and learning.

Opportunities for improvement have been identified in the area of ongoing tailoring of its tools, the need to approve updates to its first CRP (dated February 2009) and the



communication of new tools, resources and lessons learned throughout the organization.

9.1 Governance and Leadership

>>Acceptable

The Department of Justice (DoJ) continues to provide leadership in the area of integrated risk management (IRM), by ensuring that sound governance structures are established for the review of key corporate risks and mitigation strategies. The Senior Management Board, now formally known as ExCom, is charged with reviewing and approving the corporate risk profile (CRP) and related tools annually. Likewise, the Departmental Audit Committee is also charged with making recommendations on DoJ's IRM approach. Supporting ExCom is the Corporate Risk Management Team (CRMT), chaired by DoJ's Risk Management Champion, the Assistant Deputy Minister (ADM) of Management Sector, and attended by management from Public Law, Communications, Management Sector, Policy Sector, Integration and the Chief Financial Officer. While it is not immediately evident how ExCom promotes a culture of risk-informed decision-making outside of the committee structure, it is recognized that the ongoing work of DoJ's risk champion, along with the proactive agenda of the CRMT, is an important measure that acts as a focal point and sets expectations for IRM throughout the organization.

Consistent with MAF Round VII, accountability is clearly assigned in the CRP, identifying responsibility at the ADM level to ensure transparency on risk ownership and mitigation. MAF Round VIII introduces a new mechanism to enhance accountability by ensuring that mitigations are monitored and that progress is reported. Accountable ADMs must submit a Risk Monitoring Strategy, which is a brief document that outlines the necessary resources, timelines and performance measures for identified mitigation strategies, so that they are implemented as planned. Accountable parties must sign the briefing as an attestation of the strategy. Treasury Board Secretariat (TBS) notes that the Strategic Planning, Risks and Scans Division provides a quality assurance role for submitted strategies, which is an important step that validates that the information is complete and of high quality.

During MAF Round VIII, DoJ also introduced a new Integrated Risk Management Framework, endorsed by the CRMT in September 2010 and scheduled for ExCom approval early 2011, for what appears to be immediate implementation. The IRM Framework clarifies the roles and responsibilities for IRM and how IRM is integrated into the business planning and governance bodies of the department. Other governance bodies identified as actively promoting risk-informed decision making include the Departmental Financial Management Committee and the IM/IT Committee. It is also reported that functional risks arising from the discussions held at other committees may be escalated to the CRMT if warranted. Recommendations would then be made to ExCom regarding potential updates to the CRP. It is therefore recognized that DoJ has ensured that mechanisms exist to advance new risks and escalate emerging issues should it be required.

Moving forward, DoJ is encouraged to further tailor its IRM Framework as it is not immediately evident how the document reflects DoJ's unique operating context, pressures, stakeholders, partners and working environment. DoJ is equally encouraged to ensure that the Framework provides a balanced perspective of risk as both threat and opportunity, as they relate to the achievement of the organization's objectives in providing a fair, relevant and accessible justice system that is supported by effective and responsive legal services.



9.2 Implementation

>>Acceptable

DoJ has integrated risk management into its business planning function to ensure that risk is taken into consideration during the planning and reporting process, and is reflected at a high level in the department's parliamentary reporting documents such as the RPP and DPR. This year, DoJ has produced a document titled *Compilation of Risk-Related Information Relevant to the Department of Justice*, which clarifies the various functional areas that require a risk lens to inform decision-making, including references the various international risk management standards and TBS policies. This document also includes a description of the committees that govern DoJ. In addition to the IRM Framework, DoJ is encouraged to further tailor this document to highlight the role of the Strategic Planning, Risks and Scans Division in providing a quality assurance function as necessary, including its role as a source of expertise for the integration of risk into planning and reporting, supporting the CRMT, and the department as a whole, in implementing IRM. DoJ is equally encouraged to ensure that this document is broadly disseminated throughout the organization.

In addition, new as of September 2010, DoJ has instituted a department-wide IRM Community of Practice, which includes membership from Legal Risk Management, Evaluation, Finance, Programs, Internal Audit, Security, Communications, Policy Sector, Information Management, Corporate Services, Public Law and Strategic Planning and Performance Management. The role of the IRM Community of Practice includes: facilitating the horizontal integration of IRM; ensuring a consistent approach to implementation across the organization; acting as a focal point for central coordination and reporting of salient risk information; and discussing optimal ways to ensure risk management is taking place at senior decision-making bodies. TBS recognizes that the IRM Community of Practice can be a great asset to DoJ, and could further facilitate the collaboration and horizontal management of shared risks. In addition to the tailoring identified above, DoJ is encouraged to ensure that the role and terms of reference of the IRM Community of Practice is included in the *Compilation of Risk-Related Information Relevant to the Department of Justice*. Finally, DoJ is to be recognized for its ongoing leadership in addressing legal risk management across the federal government through the IRM lens via its work to support the Legal Risk Management IRM Advisory Committee and Working Group.

With regards to reporting on key corporate risks, DoJ is currently in the process of updating its first CRP, which was approved in February 2009. The CRMT approved the proposed draft in September 2010, and it is anticipated that the CRP will be presented to ExCom early in 2011. As a result, DoJ is encouraged to ensure that the mitigation strategies identified throughout the year via its new reporting mechanism are reflected in the CRP and business plans. DoJ is also encouraged to include a brief outline on how the CRP has evolved since its inaugural draft in 2009, including how the risks have been modified from 2009 to 2011.

Finally, with regards to learning tools available to staff, it is recognized that the Strategic Planning, Risks and Scans Division has played a major role in disseminating IRM information. Given the newly approved IRM Framework and the Community of Practice, it is anticipated that the Division will continue to play a major role in informing the department of these developments and how they fit into the existing IRM approach. Moving forward, DoJ is encouraged to implement its communications plan to

announce ExCom approval of the CRP and related tools. DoJ is also encouraged to consider which elements of its toolkit could be incorporated into other learning products, such as new employee orientation kits, as well as what resources could be produced to supplement employee learning plans. This will ensure that learning resources are more proactively introduced to all staff, especially those who have not been fully exposed or are unfamiliar with DoJ risk management culture.

9.3 Results and Continuous Improvement

>>Acceptable

Much progress has been made since MAF Round VII to advance DoJ's IRM approach. For example, opportunities for improvement addressed the use of the CRP to inform decision-making, the need to implement a risk mitigation monitoring strategy, the need to work horizontally across the organization, and the need to finalize the 2006 IRM Framework.

Based on the evidence provided in MAF Round VIII to support this assessment, these issues have been addressed. Furthermore, DoJ points to additional instances where it's Finance Committee has relied upon the CRP and business plans to inform resource allocation decisions and the IM/IT Committee has relied upon the CRP to inform discussions regarding aging infrastructure. DoJ also states that the CRP has been used to inform the first draft of the Department Security Plan. Moving forward, DoJ is encouraged to track how risk-informed decisions have led to improvements in organizational performance and facilitated the achievement of objectives.

In addition, DoJ has identified its intent to continue to communicate changes to its CRP and the implementation of its new IRM Framework and other tools to all staff. DoJ has also identified that the implementation of its IRM Community of Practice, the CRMT, and feedback obtained from its Department and Agency Audit Committee (DAAC), has led to many lessons learned to date. Moving forward, DoJ is encouraged to broadly communicate those lessons learned, in addition to future adjustments to the IRM approach throughout the organization. This will help build ongoing awareness of DoJ's IRM approach, and how it contributes to improved management overall.

People

10. Excellence in People Management

The department has engaged employees, an organizational culture of excellence, demonstrated leadership and a strong workplace and workforce to assure its success and a confident future for the Public Service of Canada.

- Excellence in People Management

>>Strong



10.0 Excellence in People Management

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Stewardship

11. Effective Procurement

A balanced approach to effective, efficient and economical procurement contributes to valuable program delivery and achieving government-wide objectives.

- Governance, Leadership and Planning
- Capacity, Implementation and Outcomes

>>Acceptable

This Area of Management (AoM) was not assessed in the current Round for this organisation as it is an AoM assessed on a rotational basis. Therefore, the rating is carried over from the last Round this organization was assessed on that AoM.

11.1 Governance, Leadership and Planning

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11.2 Capacity, Implementation and Outcomes

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12. Effectiveness of Information Management

Information Management (IM) supports the organization's business strategy and government-wide objectives. The statutory and regulatory requirements of the Access to Information and Privacy Acts have been met.

- The Information Management governance structure effectively supports the organization's business lines and participation in setting government-wide strategic directions for Information Management.
- The organization's IM strategy supports the effective management of information and records to meet program and service outcomes, operational needs and accountabilities.
- The organization effectively integrates IM practices into its business activities.
- Statutory and regulatory requirements of the *Access to Information Act* are met (including consistent public reporting on the administration of the Act).
- Statutory and regulatory requirements of the *Privacy Act* are met (including sound management practices with respect to the handling and protection of personal information and consistent public reporting on the administration of the Act).
- Appropriate governance structure is in place and effectively supports the organization's administration of ATIP and capacity is fostered in the ATIP Office and in the organizations as a whole.

>>>Acceptable

This Area of Management (AoM) was not assessed in the current Round for this organisation as it is an AoM assessed on a rotational basis. Therefore, the rating is carried over from the last Round this organization was assessed on that AoM.

12.1 IM Governance

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12.2 IM Strategic Planning and Implementation

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12.3 Information Management Practice

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12.4 Access to Information

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12.5 Privacy

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12.6 Access to Information & Privacy Governance and Capacity

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13. Effectiveness of Information Technology Management

Information Technology (IT) supports the organization's business strategy and government-wide objectives.

- Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives. Participates in setting government-wide strategic directions for information technology, and contributes to desired government-wide outcomes of reducing the government footprint, consolidation or simplification through innovative/alternative service delivery solutions.
- Alignment of information technology plans with the overall departmental business and government-wide strategic directions for information technology and demonstrated planning and use of common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate. Ensuring that information technology governance structures are integrated with the corporate governance structures to enable departmental IT investment planning, decision-making, oversight and IT risk management.
- Demonstrated IT value to the departmental business outcomes through the use of performance measurement tools and metrics to guide information technology towards improved efficiency, effectiveness and innovation.

>>Acceptable

Management Accountability Framework VIII (2010-2011) is an evidence-based exercise that evaluates three lines of evidence under information technology (IT): leadership, planning, and value. Each of these areas has a two-dimensional perspective that includes a horizontal look across government and a vertical component looking into the organization.

Since MAF IV a significant amount of consultation and facilitated sessions have taken place within the Government of Canada resulting in an increased awareness of the importance of IT planning across the government of Canada.

As in past years, the Information Technology Plan Guide (including appendices) that accompanies the MAF VIII submission package is a key assessment tool for evaluating the content and maturity of IT Plans. Similarly, sound governance related to IT is another vital element of effective IT Management.



In MAF VIII Area of Management 13, there is a greater emphasis on how IT-enabled projects are overseen and also how IT-related risks are identified and managed. With this in mind, the assessment evaluates the maturity of the planning culture, governance practices and processes and the integration of various planning functions (human resources, information technology, information management, IT-enabled project and risk management and investments) to guide Information Technology investment decisions.

Delivering value to the organization evaluates the maturity of management practices in the areas of Information Technology service costing, asset management, performance measurement, and performance reporting. In MAF VIII two new aspects of value and leadership have been introduced to evaluate the organization's ability to report progress against the planned activities (from the Information Technology plan) and the ability to identify opportunities for sharing, collaboration and re-use across the Government of Canada.

Based on the new focus of AoM 13, it is possible that what was an acceptable or strong rating in previous rounds of MAF assessments might not be evaluated at the same rating in subsequent rounds and resulting overall ratings could be lower.

The three lines of evidence for Information Technology are composed of the following:

• Leadership - considers the designation and participation of the senior Information Technology official and his/her management team, horizontally across government and the span of control for the senior official for Information Technology within the organization; looks also for the contribution made to desired government-wide outcomes through innovative/alternative service delivery solutions.

- Planning - considers the content of the Information Technology plan, integration and alignment of the plan with departmental business and government-wide strategic directions for information technology, IT related investment decision making and IT risk management. Also considers demonstrated planning and use of common or shared information technology assets and services where appropriate.
- Value - considers demonstrated value of Information Technology to the departmental business through the management practices for Information Technology service costing, asset management, performance measurement, opportunities for sharing, collaboration and re-use across the Government of Canada and performance reporting.

Introduced in MAF VII was the incorporation of Web accessibility and Common Look and Feel across all three lines of evidence. Last year the focus was on the identification of common challenges with the divided roles and responsibilities that often exist in organizations between the web content owners and the web technology owners. This year, the evaluation continues to examine the management practices that are in place to plan, to govern, and to implement tools, technology, and applications used to deliver the organization's web presence.



To ensure continued rigour and continuous improvement, a similar rating methodology as implemented last year is again in place. In order for an organization to receive an overall Strong rating in MAF VIII, the organization must be rated Strong in both the planning and value lines of evidence and the leadership rating must be acceptable. This change is expected to reduce the number of organizations that are rated strong overall because measuring the value of information technology is still fairly immature across most organizations.

13.1 Leadership

>>Strong

13.1.1 Authority – Span of Control for senior official for Information Technology

The organization provided questionnaire responses for this section. Based on this evidence the senior official for Information Technology:

• has direction and functional control for all Information Technology assets (hardware and software (intellectual property) agreements (e.g. contracts, software licensing) and applications)

- has direction and functional authority for all Information Technology spending
- has functional control of all significant information technology enabled projects to ensure that they are not occurring without the authority and guidance of the senior Information Technology official
- develops, maintains and facilitates the implementation of a sound and integrated Information Technology and application architecture to develop or maintain existing Information Technology and acquire new Information Technology
- develops, maintains and facilitates the implementation of sound policies, directives, standards and guidelines to develop or maintain existing Information Technology and acquire new Information Technology
- requires a documented rationale and/or Business Case when the use of Information Technology is inconsistent with the organizational Information Technology architecture, policies, directives, or standards

The evidence submitted demonstrates that there is a senior official for Information Technology in place and that this person has effective span of control as described above. Web accessibility has been integrated into the span of control along with the relationship and communication between Web technologies and Web management organizations.

13.1.2 Participation in setting Government of Canada-wide strategic directions for Information Technology



The organization provided questionnaire responses that were validated against attendance records. Based on this evidence the senior official for Information Technology and/or the management team participate in setting government-wide directions by attending or contributing to:

- Chief Information Officer Council
- Web Managers Council
- The Web Experience Tool Kit working group
- Chief Information Officer Executive Summit
 - The PWGSC led IT Shared Services Management Board
 - IT Security committee

There is good participation in interdepartmental committees and working groups.

The organization liaises with other departments/organizations to determine if there are opportunities for leveraging ideas, best practices, tools and solutions.

The evidence submitted demonstrates that the senior official for IT and/or the management team actively participate in setting Government-wide directions through participation in various interdepartmental committees and working groups including working groups related to web accessibility and Common Look and Feel implementation and update.

The senior official for Information Technology and members of the management team should continue their participation in various interdepartmental committees and working groups and look for additional opportunities to improve their contribution to setting Government-wide directions.

13.1.3 Contribution to government of Canada-wide outcomes of reducing the government footprint, consolidation or simplification through innovative alternative service delivery

The organization provided questionnaire responses, and the IT plan and update as evidence demonstrating how the organization is investigating sharing, re-using or leveraging ideas, best practices, assets and implementations from across the Government of Canada or other jurisdictions (inter-provincial or international) on an ongoing basis.

- **The evidence submitted demonstrates how the organization supports its business strategy and contributes to GC-wide outcomes through new examples of**



re-use, and also demonstrated a willingness to share ideas, documents, best practices, tools or solutions with other government departments. The organization is a contributor in sharing ideas, best practices and collaborating across jurisdictions and within the organization on many topics, and is encouraged to increase these efforts.

13.2 Planning

>>Acceptable

13.2.1 Have an IT Plan that addresses all information in the IT Plan Template

The organization submitted questionnaire responses, an IT Plan, update and appendices as evidence to demonstrate that all areas identified in the IT Plan template have been addressed.

The new focus on IT risk management and IT-enabled project management processes, plans to address web accessibility and continued CLF implementation, IT asset management and IT service costing models, catalogues and baselines or benchmarks have all been addressed in the IT plan/update submitted.

The organization has a plan for the adoption of common and shared IT services from PWGSC that aligns with Appendix P; the organization is undertaking a review of the use of common and shared IT services and is willing to participate in /lead a TBS working group of interested organizations on this topic.

13.2.2 IT Planning process and IT Governance structures are integrated with business

The organization submitted questionnaire responses, project documentation for one sample IT-enabled project, an IT Plan, update and appendices as evidence to demonstrate:

- alignment with and support of departmental objectives
- is well integrated with corporate planning processes including: human resource planning, investment planning, procurement related to technology choices, tools, software, contracts and consulting services (vendor agreements, service provider)
- how IT risk is identified and managed
- explains how IT governance enables departmental investment planning, decision making, oversight, and management of departmental web presence
- planning and use of shared/common IT services to avoid duplication where appropriate

The organization provided copies of the following documents: Project Plan for the Mobile Wireless Access project.



The following documents have not been provided: Business Case, Project Charter and Independent Review. Reference is made in the Project Plan to the existence of a "Wireless Project Charter V1 Revision 1.1" but this document has not been provided.

It is noted that the roles and responsibilities are well defined and that the work breakdown structure is well developed in the documentation that was provided.

Based on the evidence provided for a sample IT-enabled project, the organization may benefit from the Project Management templates and guide provided by TBS: http://www.gcpeia.gc.ca/wiki/Project_Management,_Governance_&_Oversight

13.3 Value

>>Strong

13.3.1 Demonstrated progress against planned activities

The organization provided questionnaire responses, an IT Plan, update and appendices as evidence to demonstrate progress made against planned activities.

Based on the evidence provided, the organization has an action plan to address suggestions from the previous round of MAF and has made very good progress on this action plan. The department has added new assessment criteria to the investment proposal process and has made great effort to align its IT Plan with the IT Plan Guide template.

Based on information received as a result of the submission of a CLF Compliance Report in 2009, the organization is in the process of implementing a web content management system.

Based on the evidence submitted, the organization has shown substantial progress since the previous MAF assessment.

13.3.2 Existence of performance measurement framework and key performance indicators

The organization provided questionnaire responses supported by information in the IT Plan, update and appendices that indicate that the information technology organization addresses performance measurement for IT.



Currently the organization tracks many of the recommended key performance indicators. The number of applications in maintenance and cost of that maintenance, applications purchased versus build and percentage of projects using common project methodology are **not** included in as metrics for the organization.

The organization submitted evidence to demonstrate that it does have an IT Services Catalogue and that it is aligned to the GC Profile of IT Services.

The organization has an IT Services Costing Model which is aligned to the GC Profile of IT Services to allow GC-wide comparables.

The evidence submitted demonstrates the existence of a Total Cost of Ownership for IT, and the existence of a services costing baseline.

The department is planning to integrate its various performance management components into a single integrated framework supported by tools.

The evidence shows that a performance measurement framework currently exists within the organization and demonstrates how resulting metrics exhibit improvement and value to the organization's business. The organization has made considerable progress in this area and is encouraged to continue with its plans to further mature the Performance Measurement framework for IT in the department.

13.3.3 Existence of an IT Asset Inventory to manage IT assets

The organization provided questionnaire responses and an IT Plan with appendices that demonstrate adequate management of IT assets.

The evidence submitted indicates that information technology asset inventories exist that assist in the effective management of IT assets (with specific attention to the collection and maintenance of IT application inventories).

14. Effectiveness of Asset Management

Effective Lifecycle Asset Management supports the organization's business strategy and delivery of its programs and services.

- **A real property management framework supportive of timely, informed real property management decisions.**



- **A materiel management framework supportive of timely, informed materiel management decisions.**

>>Acceptable

This Area of Management (AoM) was not assessed in the current Round for this organisation as it is an AoM assessed on a rotational basis. Therefore, the rating is carried over from the last Round this organization was assessed on that AoM.

14.1 A real property management framework supportive of timely, informed real property management decisions.

>>

14.2 A materiel management framework supportive of timely, informed materiel management decisions.

>>

15. Investment Planning and Management of Projects

An investment planning process that ensures valuable program delivery and supports a balanced approach to the effective, efficient and economical management of projects, which contribute to the achievement of government-wide objectives.

- Investment planning
- Management of project resources
- Management of project results

>>Acceptable

The essential management practices necessary to support effective investment planning and the management of projects are in place. As a result, there is a reasonable level of assurance that project risks will be managed and that results will be achieved and contribute to the organization's strategic program plans and priorities in an effective, efficient and economical way.

15.1 Investment Planning

>>Strong

Justice Canada's investment plan was approved by the Treasury Board in September of 2010. The plan considered all investments in assets and acquired services, as well as all planned projects for the period of 2010-2011 to 2014-2015.

The planning process resulted in the prioritization of projects and investments.



There was evidence of a formal approval process with decisions being recorded.

The investment plan included a strategy to deal with the risks related to planned investments, as well as unfunded investments.

The department has committed to maintain an evergreen investment plan through an annual update.

The department has included within the plan mechanisms for continuous improvement.

15.2 Management of Project Resources

>>Acceptable

There was evidence that planned projects had the required financial and human resources to achieve expected outcomes. It was not clear, however, if supporting infrastructure requirements were addressed.

There was no evidence that the department exceeded their Treasury Board project approval limits.

There were positive indications that costing models continue to mature, particularly as it relates to the capturing of historical data through close-out reports. While there was evidence that project costing was developed at the high level deliverable, there was no evidence of costing of individual work packages.

As expressed through ongoing work in this area, there was a commitment to training and continuous learning / professional training in the field of project management. It was unclear as to the overall percentage of staff with project responsibilities that have completed related project management training.

15.3 Management of Project Results

>>Opportunity for Improvement

Project managers and project oversight mechanisms had access to project monitoring and performance information through a variety of formal and informal means including project reporting, status briefings, etc. The Department is exploring ways to improve access to project information.

Monitoring of project performance information provided opportunity to focus attention on specific project issues and provide new direction or confirm existing as appropriate. Evidence confirms decisions are documented.

The Department continues to work on developing a more comprehensive process for documenting the achievement of project milestones.

The Department continues to work on developing a more comprehensive framework for measuring the achievement of project outcomes.



The Department has developed and is now using a formal project close-out report which includes a lessons learned section. The Department will need to develop an information distribution framework to ensure that the information being collected is formally shared.



Management Accountability Framework Portal

Notice: Departmental MAF assessments are TBS assessments and are not to be edited for any reason whatsoever. In addition, until MAF assessments are publicly released by TBS (after all assessments have been reviewed for ATIP exclusions and cabinet confidences) departments are not permitted to post their MAF assessments on their websites.

Department of Justice Canada

MAF 2011-2012: TBS Assessment

This year's observations by the Treasury Board Secretariat related to Justice Canada (Justice) management capacity are positive overall. In total, for the 8 Areas of Management (AoM) on which the department was assessed, it received one "strong" rating and seven "acceptable" ratings. Justice has maintained its ratings compared to last year's assessment with one rating reduced from "strong" to "acceptable" and one rating increased from "opportunity for improvement" to "acceptable".

During this Management Accountability Framework (MAF) period Justice carried out its operations in an increasingly complex government environment, including transferring resources to Shared Services Canada and undertaking a Strategic and Operating Review of up to 10% savings.

Justice continued to work to maintain the trust and confidence of Canadians in the justice system through its policies and programs. The Department continued to invest in access to justice and in tackling crime for the security of all Canadians, and completed the implementation of its 2010 strategic review.

In terms of the core Areas of Management (AoMs 1, 5, 6, 7, 9, 10), the organization maintained a "strong" rating for AoM 6 and went from "strong" to "acceptable" for AoM 10. The others remained at "acceptable".

- AoM 1 Values and Ethics: Justice maintained an "acceptable" rating. Justice has demonstrated that its organizational culture, leadership, and governance support public service values and ethics. Managers and employees continue to apply values and ethics principles in their daily work. It would be beneficial for the organization to review in more detail the 2011 Public Service Employee Survey areas for which it received lower scores and to undertake activities to address the issues.
- AoM 5 Internal Audit: The quality of internal audit is consistent with requirements and Justice maintained an "acceptable" rating. The internal audit function is delivering on its commitment to complete internal audit engagements that address areas of highest risk and significance to the Department.
- AoM 6 Evaluation: Justice continues to perform well in this area, and maintained its "strong" rating. The governance of the evaluation function is aligned with the TB

Policy on Evaluation and the department has demonstrated progress toward full coverage of its direct program spending

- AoM 7 Financial Management: Justice maintained its rating of “acceptable” with particular strengths in the performance of planning and reporting cycles and in financial management governance and financial systems governance. However, there are a few areas that could be improved including better compliance with the *Directive on Payment Requisitioning and Cheque Control* and allocating appropriate resources to ensure a timely implementation of standardized configurations of FMS
- AoM 9 Integrated Risk Management: Overall, Justice demonstrates integrated risk management practice that is developing as compared to other federal organizations of its size. Notable accomplishments achieved by the Department this year include its ongoing government-wide leadership in the area of legal risk management. Justice maintains an overall rating of “acceptable” however there is an opportunity to improve the demonstration of how IRM practices support improvements to the effectiveness and efficiency of the organization’s overall performance.
- AoM 10 People Management: Justice’s overall rating remains “acceptable” with demonstrated strength with respect to Diversity and Employment Equity and Official Languages. An area for improvement on both the PSES and administrative measures is Workload and Workforce Planning Effectiveness where employees report that the quality of their work suffers due to constantly changing priorities and fewer resources available.

Justice was also assessed on department specific AoM 4 Citizen-focussed Service: The department’s rating remained at “acceptable”. Justice is encouraged to develop an inventory of its services, continue efforts to expand the adoption of service standards and, where appropriate, continue to make efforts in ensuring that its consultation activities are reflected on Government of Canada online tools.

The department has also made progress with the management priorities identified in last year’s MAF assessment:

- AoM 2 Managing for Results: Last year, the department was encouraged to continue working on its performance indicators and strategic outcomes. As a result, the department has moved from an “opportunity for improvement” to an “acceptable” rating in this area. Notwithstanding this progress, Justice is encouraged to strengthen its Strategic Outcomes by using more precise terms and to provide more evidence as to how their MRRS information is being used in support of planning and decision-making and consequently how the PMF is used as a management tool.
- AoM 7 Financial Management: Addressed above.

The Treasury Board Secretariat has identified the following management priority for 2012-13:

- AoM 9 Integrated Risk Management: Although Justice received an “acceptable” rating in this area, the organization is encouraged to continue tailoring and adjusting its CRP to reflect the current operating environment so that it is maintained up-to-date and closely aligned with other key reporting and tracking tools.



Public Service Values

1. Values and Ethics

The organization demonstrates an organizational culture founded on Values and Ethics, where people are treated with respect, leaders lead by example and employees feel comfortable providing impartial advice needed for decision-making.

- The organization reflects and supports public service values and ethics.
- Leaders promote and visibly support of values and ethics.
- The organization supports a values and ethics framework/ infrastructure.

>>Acceptable

Overall, the organization is achieving the expected results and continued satisfactory performance is anticipated in the area of values and ethics.

1.1 Culture

>>Acceptable

Substantial relevant examples were provided by Justice Canada to demonstrate how the organization is developing a culture based on values and ethics. They have provided data based on follow-up questions with training participants, who have indicated that their understanding of values and ethics issues have increased, they have demonstrated an increase in the number of visitors to their website, as well as an increase in conflict of interest submissions from their employees.

Justice Canada launched a pilot project to test an approach for managers to dialogue with employees. They received positive feedback on this project, and will be using the results to launch a program across the Management Sector.

Justice Canada incorporated values and ethics components into twenty-two core, ongoing training courses.

Evidence also indicates that all direct report performance agreements include a commitment to undertake concrete actions to reflect public sector values. Justice Canada has also held department wide consultations on their draft code of conduct, both in person and online.

Some relevant examples and explanations were provided to demonstrate that managers and employees are applying values and ethics principles in their daily work. They have developed specific, tailored presentations for certain groups in response to a number of challenges and events.



All managers have been tasked with taking a positive, proactive approach to developing initiatives in supporting values and ethics. As well, all direct report performance agreements include a commitment to undertake concrete actions which, among other things, reflect public service values. Further to this, these performance commitments are cascaded from direct reports throughout each sector, branch, portfolio, and regional office for vertical integration.

Justice Canada's results on three of the questions from the Public Service Employee Survey (PSES) for the first line of evidence are from acceptable to strong with results between weighted averages of 65 and 76%. However, on the question asking employees whether they feel they can initiate a formal recourse process without fear of reprisal, received a weighted average score of 49%.

Finally, value statements to guide employees in their daily work were implemented in five different sectors.

1.2 Leadership

>>Acceptable

Several relevant examples and explanations were provided to demonstrate that leaders have promoted values and ethics and demonstrated their support and commitment to values and ethics within Justice Canada. Each direct report has a commitment to the Deputy Minister (DM) in their performance agreement to develop and encourage initiatives which reflect public service values. Justice Canada has held panel discussions on values and ethics in Ontario region, which included dialogue on ethical dilemmas specific to government counsel, including one joint session with the Provincial government.

A Special National Advisory Group, comprised of leaders in the organization was created to guide Code development. Justice Canada has also held department wide consultations on their draft code of conduct, both in person and online.

Finally, all eighteen direct reports senior management teams held workshops and information sessions with their employees to facilitate discussions about, and solicit input on, the draft code.

Several relevant examples were provided to demonstrate that leaders communicated expected ethical behaviours and consequences of non-compliance to employees. The DM included values and ethics related key messages in a number of speeches, including to new employees orientation sessions. Furthermore, senior managers communicated on values and ethics issues at all-staff retreats.

Values and ethics performance commitments are cascaded from direct reports throughout each sector, branch, portfolio, and regional office for vertical integration. This



approach is intended to ensure all employees understand their roles, responsibilities, expectations and consequences with regard to values and ethics, and that values and ethics are factored into the development of learning plans for employees.

They have sent out communiqués on both conflict of interest and political activity, and they have included a daily logon screen which outlines the rules as well as the values and ethics obligations around computer usage.

Finally, three different sets of training or information initiatives were implemented following other activities or events.

When asked on the PSES, a weighted average of 71% of employees agreed that senior managers in their organization lead by example in ethical behaviour.

1.3 Governance

>>Acceptable

Substantial relevant examples and explanations were provided to demonstrate the results achieved following the implementation of the values and ethics plan, activities and commitments. Justice Canada has produced a conflict of interest checklist to simplify the process and guide employees and managers in the analysis of real, apparent or potential conflicts of interest. Additionally, new conflict of interest forms were developed and will be posted on the website. Draft policy and procedures were developed on attending conferences and guidelines were created and distributed to Government of Canada Workplace Charitable Campaign champions and posted on the internet. Template letters were also developed to guide employees on speaking engagements.

Values and ethics considerations were incorporated into departmental training and separate scenario-based training sessions were developed. Regional awareness sessions were also held. Justice Canada participated in interdepartmental values and ethics networks.

Justice Canada scored from opportunity for improvement to strong on the final list of questions for this line of evidence, with a weighted average of 59% of employees indicating that they were satisfied with the way in which informal complaints on workplace issues are resolved in their work units. All other scores fell between a weighted average of 66% and 74%.

Results and Performance



2. Managing for Results

A robust performance framework demonstrates corporate alignment to outcomes in support of planning, reporting and decision making processes.

- **Quality of the Strategic Outcome(s) and Program Activity Architecture.**
- **Quality of the Performance Measurement Framework**
- **Quality of Performance Reporting**
- **Extent to which the Management, Resources and Results Structure (MRRS) information is used to support planning and decision making.**

>>Acceptable

The organization's MRRS and/or performance reporting and/or use of MRRS information to support planning and decision-making are acceptable.

2.1 Quality of the Strategic Outcome(s) and Program Activity Architecture

>>Acceptable

- The Strategic Outcome(s) represent(s) (an) adequate outcome statement(s) that is/are appropriate given the mandate and resources of the organization.
 - Some of the terminology used in the Strategic Outcomes is vague and may raise issues of interpretation. Examples include "relevant" and "high quality". Justice is encouraged to strengthen its Strategic Outcomes by using more precise terms.
- The Program Activity Architecture represents a complete inventory of all of the organization's programs.
- Most of the listed programs in the Program Activity Architecture meet the definition of a program.
 - SA 1.1.4 *Aboriginal Justice* may be a placeholder for the Sub-sub-activities underneath it. TBS invites Justice to review this program to ensure that there is no overlap.
- The Program Activity Architecture represents a logical structure that clearly aligns its programs to the achievement of the Strategic Outcome(s).

2.2 Quality of the Performance Measurement Framework

>>Acceptable

- A complete performance measurement framework has been developed.

- Most expected results are clear outcome statements that are appropriate for their respective programs.
 - Certain expected results would benefit from increased clarity in terminology. Examples include: SSA 1.1.4 *Market fraud cases are effectively prosecuted* (...). Justice may also wish to revise some expected results which are composite outcomes and may prove difficult to measure, such as SA 1.3.
- Most outputs have been identified as products or services that are appropriate for their respective programs.
- Most performance indicators are clear and valid measures for their respective strategic outcome(s), expected results and outputs.
 - Trending over time may prove difficult where "Percentage increase or decrease" has been used. TBS encourages Justice to revise these performance indicators so that targets represent the absolute number resulting from the desired increase or decrease. In some cases, performance indicators would also be strengthened by a clearer terminology. Examples include SSA 1.1.3 "effective".

2.3 Quality of Performance Reporting

>>Acceptable

- The Departmental Performance Report is not balanced – the positive performance reported is substantiated, while a few negative aspects of performance may be reported but insufficient explanation is provided.
 - The DPR would benefit from more discussion of negative performance beyond the information included in the Lessons Learned sections.
- The Departmental Performance Report makes adequate use of the departmental Management, Resources and Results Structure (i.e., Program Activity Architecture and Performance Measurement Framework) in linking plans to performance.
 - The DPR identifies improvements to come in the PMF through the identification of targets for 2012-13. This will strengthen the DPR overall.
- Some information on the validity and credibility of data used is provided. Several relevant findings from audit and evaluation are included. The reader has a good sense of the source of the data and information in the DPR and its quality.
 - The DPR provides a good discussion of data, in particular for performance status indicators (pages 12-13, 18, 20, 22, 26-27). The DPR would benefit from greater inclusion of audit and evaluation information.
- Financial information in the Departmental Performance Report is sufficiently clear and explained with text, as necessary. Linkages between resources and results are adequately demonstrated.
 - The DPR would benefit from discussion of the impact of resource changes on results.



2.4 Extent to which the MRRS information is used to support planning and decision making

>>Opportunity for Improvement

- The organization collects actual data against the majority of the measures in its performance measurement framework.
- MRRS information is occasionally being used to support documents submitted to central agencies to justify funding decisions.
- Results information is occasionally being used to support financial and resource allocations and/or other program management decisions in the department.
 - Justice shows use of some performance information; in some cases it happens to be somewhat linked to a performance indicator. However it is not clear that this is MRRS information stemming from the departmental PMF.
 - In most cases no contextualization is provided to show where the program is placed in the PAA and to what expected result it is related.
 - There seems to be a general confusion with regard to the programs given as examples in the evidence. In some cases, the Program number did not correspond to the PMF program number.
 - Altogether this might mean that MRRS information per se is not being used in support of planning and decision-making and consequently that the PMF is not a primary management tool. Some examples referred to performance measurement strategies (Policy on Evaluation) rather than the performance measurement framework, which pertains to the MRRS Policy.

Governance and Strategic Directions

3. Governance and Planning

An integrated corporate system of decision-making enables effective allocation of resources to priorities, alignment of activities to outcomes and management of accountabilities.

- Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.
- Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.
- Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>Not Applicable

This area is no longer assessed.



3.1 Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.

>>

3.2 Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.

>>

3.3 Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>

Citizen-focussed Service

4. Citizen-focussed Service

Every day the Government of Canada delivers a broad range of services that affect the well being of individuals and organizations across Canada and abroad. Excellence in service delivery contributes to the achievement of public policy goals, delivers value for money, produces high levels of client satisfaction, and promotes confidence in the government. Services represent a considerable investment for the Government of Canada.

- **Extent to which the organization has developed clear expected results, tracked performance, and set priorities and plans for service improvement.**
- **Extent to which the organization has provided services in both official languages and to persons with disabilities.**
- **Consideration of public and client views and needs.**

>>Acceptable

The Department of Justice Canada (JUS) was assessed as "Acceptable" with regard to Area of Management 4 (Citizen-focussed Service), based on:

- A rating of "Acceptable" for Line of Evidence 4.1 (Sound Service Management Practices);
- A rating of "Strong" for Line of Evidence 4.2 (Client Service Orientation; and
- A rating of "Acceptable" for Line of Evidence 4.3 (Consideration of Public and client views and needs).



4.1 Sound Service Management

>>Acceptable

Establishing clear expected results: Extent to which the organization has developed expected results for its services.

Rating: Acceptable

The Department of Justice Canada (JUS) provided evidence that it has established clear expected results for some of its services.

JUS demonstrated that it continued efforts to establish a results-oriented service management regime across its organization. The Department incorporated clear expected results and performance indicators for its services through various means, including its 2010-11 Departmental Performance Report (DPR) and 2011-12 Performance Measurement Framework (PMF) and provided evidence that it established some service standards related to the timeliness of its services. The Department also demonstrated that it used annual Reports, its website, and memoranda of understanding to make expected results for its services available to clients. JUS continued to make progress in the establishment of expected results for its services, including the development of service standards for all its grant and contribution programs and the review of its PMF to develop service performance indicators and related targets.

Tracking performance against expected results: Extent to which the organization is tracking progress against expected results for its services.

Rating: Strong

JUS provided evidence that it is actively monitoring service-related performance and progress across the organization and is making adjustments as needed.

JUS demonstrated progress in monitoring performance against expected results through various mechanisms, including its PMF, program evaluations, client satisfaction measurement and performance reporting against established service standards. Specific examples include performance monitoring against service standards for its funding services on a quarterly and annual basis, and the use of surveys to collect feedback from its clients on a three-year rolling cycle.

JUS indicated that it reports performance results to senior management through performance monitoring reports such as quarterly and annual reports. Client feedback is incorporated into annual business plans in support of service improvement initiatives. The Department also noted that it published performance results of its services on its website. For example, performance results for its legal services are included in its RPP, reported annually in its DPR and made available to clients via its website.

Priority setting and planning for service improvement: Extent to which management has set overall priorities and plans for service improvement considering their department's individual circumstances, including the impact on mandate, links to broader Government of Canada priorities, resources, risk management and opportunities



for innovation.

Rating: Acceptable

JUS provided evidence that it has set corporate-wide priorities and plans for service improvement and has considered its service performance results.

JUS established its 2011-12 priorities for service improvement, which include quality management and assurance for legal services and the implementation and monitoring of an Action Plan on Grants and Contributions. The Department provided evidence that it has made progress on previously established priorities and plans for service improvement, including the strengthening of its capacity to deliver legal and support law practice management, the improvement of its family law assistance services, and the further advancement of its Departmental Action Plan on Grants and Contributions.

4.2 Client Service Orientation

>>Strong

Official Languages: Extent to which services are delivered to clients in accordance with the Official Languages Policy Framework (linguistic capacity of front line employees), and availability of services in both official languages.

Rating: Strong

According to data from the Position and Classification System as of October 29, 2011, 96.7% of the employees providing services to the public meet the linguistic requirements of their bilingual positions. JUS also indicated that its services are nearly always offered in both official languages and are nearly always of equal quality. The Department provided evidence that it has completed its analysis and is implementing the CALDECH decision.

Accessibility of Services to Persons with Disabilities: Extent to which services are being made accessible to persons with disabilities.

Rating: Acceptable

JUS provided evidence that it has developed and implemented a corporate-wide plan and has set priorities for making services accessible to persons with disabilities.

JUS noted that it conducted a client survey on legal services in alternative formats to ensure accessibility to all potential respondents, including persons with disabilities. The purpose of the survey was to collect feedback from its clients on the service delivery channels. The Department also noted that no impediment to accessibility has been identified, and that it has developed an accessibility action plan in response to the Jodhan Court decision. JUS provided evidence that it has made a TTY number available to persons with disabilities.

4.3 Consideration of Public and Client Views/Needs



>>Acceptable

JUS provided evidence of using online tools to inform its clients and the public on some of its consultation activities. The Department is making efforts to announce its consultation activities when appropriate on the Service Canada Consulting With Canadians Web site. With the exception of a few activities where information can be obtained online, it is unclear how clients and stakeholders were informed of each of the Department's consultation activities during the assessment period. JUS provided evidence of conducting consultations to support most of the identified priorities related to the development of its policies, programs, services, and initiatives. The Department also provided evidence of having almost all of the results from its consultation activities and public opinion research available online to the public. For any consultation activity described in the planning documents (RPP & DPR), there is the expectation that the activity would be made available online for purposes of informing the public and clients in addition to providing the results stemming from the consultation.

Stewardship

5. Internal Audit

LDA:

Fully developed governance structure is in place; and the internal audit regime is contributing to improvements in risk management, control and governance processes. There are demonstrated professional practices in place with sufficient and appropriate capacity to sustain performance.

SDA:

The deputy head considers the small organization's risks and control environment, and effects a determination of the need for further audit work. Management action plans are developed and implemented in response to recommendations stemming from internal audits and OCG horizontal audit work.

- **5.1**
LDA: There are appropriate professional practices and sufficient capacity in place to sustain the effective delivery of internal audit services.

SDA: Internal audit work is performed in accordance with the Policy and Directives on Internal Audit.
- **5.2**
LDA: The Internal Audit regime is contributing to improvements in risk management, control and governance processes.

SDA: The internal audit work performed is contributing to improvements in risk management, control and governance processes.

>>Acceptable

The internal audit regime at the Department of Justice is progressively adding value through the provision of objective and independent assurance and advice on identified



departmental risk management, control and governance processes.

The quality of internal audit reports is consistent with the requirements of the Internal Auditing Standards for the Government of Canada. The quality assurance improvement program has been strengthened; continued progress in this regard is recommended. A practice inspection is planned for 2012-2013.

Internal Audit uses a strategic resourcing approach that relies on a combination of in-house and external resources to assist in the conduct of audit projects. The internal audit function is currently transitioning to a new human resourcing model comprised of indeterminate resources. Continued efforts in progressing toward the implementation of this model are encouraged.

The organizationally independent function is contributing to the identification of departmental risks and key controls that support good management and governance. The progressive value-added impact of the internal audit regime in supporting the deputy head as the accounting officer is somewhat demonstrated. The Departmental Audit Committee has evolved since its establishment in 2009. The Committee provides independent, objective advice and recommendations to the Deputy Head and exercises oversight in all areas of mandated responsibility. The impact of the Committee's work is evident through the annual reporting on the results of its reviews. In addition, Committee Records of Decision reflect the Deputy Head consideration and approval of recommendations.

The internal audit function is delivering on its commitment to complete internal audit engagements that address areas of highest risk and significance to the Department. As of November 1, 2011 the completion rate relative to the 2011-2012 Risk-Based Audit Plan is 84%.

The internal audit regime's value extends to the role it plays in ensuring that the issues raised in internal audits are adequately addressed by senior management through management response and action plans. The regime monitors management actions to address key audit findings in order to assess progress made in mitigating significant risks. Seventy-four percent of internal audit recommendations scheduled to be completed by management in 2010-2011 are fully implemented. Internal Audit is contributing to improved risk management, control and governance processes as demonstrated by management's use of internal audit findings.

5.1 Sustainability

>>Acceptable

Based on the assessment of four internal audit reports, the quality is consistent with the requirements of the Internal Auditing Standards for the Government of Canada. The quality assurance improvement program that covers all aspects of the internal audit activity has been strengthened; continued progress in this regard is encouraged. A practice inspection is expected to be completed in 2012-2013.

The current human resources model supports the completion of planned priorities in 2011-2012. Continued efforts in progressing toward the new human resourcing model



comprised of indeterminate resources are encouraged. In addition, the development of recruitment and retention strategies to ensure the new resourcing model can be achieved in a timely manner is recommended. Ongoing professional development and training should be undertaken by all indeterminate resources.

5.2 Performance

>>Acceptable

The Chief Audit Executive reports directly to the Deputy Head and is independent from senior management enabling the provision of assurance services. Continued progress in demonstrating the value-added impact of the internal audit activity through performance reporting is encouraged. The Departmental Audit Committee demonstrates its support to the Deputy Head through the execution of its mandated responsibilities and perspective on risk management, control and governance processes.

Internal Audit is delivering on its commitment to complete internal audit engagements that address areas of highest risk and significance to the Department. As of November 1, 2011 the completion rate relative to the 2011-2012 Risk-Based Audit Plan is 84 %.

Internal audit engagement findings have led to concrete actions taken by senior management aimed at improving risk management, control and governance processes. Seventy-four percent of internal audit recommendations scheduled to be completed by management in 2010-2011 are fully implemented and 24% are substantially implemented.

Results and Performance

6. Evaluation

A comprehensive and reliable base of evaluation evidence on program relevance and performance is created and subsequently used to support policy and program improvement, expenditure management, Cabinet decision-making and public reporting.

- Evaluation reports consistently address relevance and performance in a sound and credible manner.
- The evaluation function is independent and adequately resourced, and the organization ensures that sufficient performance information is made available by program managers to effectively support evaluation.
- The organization is moving towards full evaluation coverage of its direct program spending.
- Evaluation findings are used to support policy and program improvement, expenditure management, Cabinet decision-making, and public reporting.

>>Strong



Justice Canada continues to perform well in Area of Management 6. The governance of the evaluation function is aligned with the TB Policy on Evaluation and the department has demonstrated progress toward full coverage of its direct program spending including strong progress in the coverage of grants and contributions programs by evaluation as per Section 42.1 of the Financial Administration Act. The organization reported that the Head of Evaluation has access to the Deputy Head through bilateral meetings without an intermediary when required.

The Head of Evaluation has control over all resources dedicated to evaluation. The centralized evaluation function maintains a stable level of resources, which appears to be commensurate with evaluation planning. Evaluations are generally completed as planned.

Justice Canada has shared its Annual Report on the State of Performance Measurement, which was developed as required by the TB Directive on the Evaluation Function and reviewed by the Departmental Evaluation Committee (DEC). The department demonstrates follow-up on evaluation recommendations pertaining to performance measurement and reports that the large majority of planned evaluations are of programs that have performance measurement strategies in place.

There is systematic follow-up and regular reporting on the implementation of management action plans that address the recommendations of evaluation reports. The centralized evaluation unit conducts an annual review of the status of management action plans developed from 2007-2008 up to six months prior to the review. The most recent review conducted indicates that the large majority of management action plan items have been implemented.

Justice Canada demonstrates use of evaluation results in decision-making and reporting to Parliament. The department's Report on Plans and Priorities is generally aligned to their Departmental Evaluation Plan. TBS analysis indicates that the results of evaluations are incorporated into the department's Departmental Performance Report.

Justice Canada disseminates approved evaluation reports to TBS and Canadians in a timely manner.

6.1 Quality of Evaluation Reports

>>Acceptable

Justice Canada has submitted 2 evaluation reports for review in the 2011-2012 MAF assessment. These reports include details on the context for the evaluation and its objectives. Evaluations reviewed use multiple lines of evidence to assess relevance and performance; however, the reports reviewed do not consistently address all core issues as per Annex A of the TB Directive on the Evaluation Function. Data collection methods are described in detail including a rationale for the methods selected. The description of sampling methodologies is sometimes limited. Limitations of evaluations are clearly identified and discussed with an appropriate level of detail. The impact of limitations on findings and conclusions is discussed with efforts made to mitigate limitations.



Evaluation findings are clearly stated and substantiated by multiple lines of evidence that present a balanced analysis. Evaluations reviewed provide conclusions and recommendations on relevance and performance that are informed by the key findings. Both evaluation reports were accompanied by a detailed management response and action plan.

In future reports, Justice Canada is encouraged to consider inserting additional information regarding the evaluation approach and design, as well as a rationale for the methodology. Specifying the conceptual evaluation models used in accordance with the programs' risks and characteristics provides a basis for understanding the selection of data collection methods and sampling strategies.

Evaluation reports submitted for the 2011-2012 MAF assessment include:

1. Informal Conflict Management System Evaluation
2. Aboriginal Justice Strategy Evaluation (Impact)

6.2 Governance and Support of the Evaluation Function

>>Acceptable

Justice Canada's Audit Management Response and Evaluation Committee oversees both the evaluation and audit functions of the department. The Terms of Reference for the committee are aligned with Annex B of the TB Policy on Evaluation, which outline roles and responsibilities for the Departmental Evaluation Committee (DEC). The DEC is also chaired by the deputy head. The organization reported that the Head of Evaluation has access to the Deputy Head through bilateral meetings without an intermediary when required. However, it is noted that there was no such meeting during the period reviewed. The Head of Evaluation may submit evaluation results to the deputy head after it has been shared with members of the DEC.

The Head of Evaluation has control over all resources dedicated to the evaluation function. The level of resources has generally remained stable over the previous year. The planned number of full-time equivalents dedicated to the evaluation function has increased from 10 in 2010-2011 to 13 in 2011-2012 and the planned level of resources dedicated to evaluation for the evaluation function has remained stable over the same period at approximately \$2.7 million. The level of resources appears commensurate with planned evaluations.

The centralized evaluation unit is responsible for monitoring the development and implementation of performance measurement strategies. The department has shared its Annual Report on the State of Performance Measurement, which has been developed as required by the TB Directive on the Evaluation Function. Justice Canada has demonstrated follow-up on the implementation of evaluation recommendations pertaining to performance measurement and the status of performance measurement



strategies for programs planned for evaluation.

The department's Annual Report on the Status of Performance Measurement of Programs in Support of Evaluation reports that the large majority of programs that are planned for evaluation have performance measurement strategies in place. Evaluation reports reviewed for the 2011-2012 MAF assessment were effectively supported by the available performance information.

6.3 Evaluation Coverage of Direct Program Spending

>>Strong

Justice Canada has shared a rolling 5-year risk-based Departmental Evaluation Plan (DEP) that demonstrates plans to evaluate 100% of direct program spending including an approach to evaluate legal services, which accounts for approximately half of this spending. The DEP discusses the context for evaluation planning, identifies challenges and mitigating strategies. The evaluation schedule clearly identifies planned evaluations by including the amount of program spending covered by the evaluation and estimated resources required. All evaluations are linked to the department's Program Activity Architecture (PAA). The DEP also includes confirmation from the Deputy Head that it is aligned with sections 6.1.7 and 6.1.8 of the TB Policy on Evaluation.

Justice Canada demonstrates progress in moving toward full coverage of direct program spending by evaluation. Average annual coverage of direct program spending by evaluation over the period 2007-2008 to 2011-2012 is 11.23%.

The department is demonstrating strong progress toward full coverage of its ongoing grants and contributions programs by evaluation as per section 42.1 of the Financial Administration Act. Average annual coverage of grants and contributions spending by evaluation over the same period is 21.19%.

6.4 Use of Evaluation to Support Decision-making and Reporting

>>Strong

Justice Canada demonstrates use of relevant evaluation information to support decision-making. TBS analysis indicates that the results of relevant evaluations are included in TB Submissions if available and include plans to conduct future evaluations that are aligned with the DEP. Justice Canada has not put forward any Memoranda to Cabinet during the period reviewed. The department reports that the Head of Evaluation is consulted in the development of the large majority of TB Submissions and the



majority of Memoranda to Cabinet.

The results of relevant evaluations are also considered in the Report on Plans and Priorities (RPP), Departmental Performance Report (DPR) and expenditure reviews. The department reports that the Head of Evaluation was consulted in the development of the RPP and DPR. The RPP is generally aligned with the DEP and TBS analysis indicates that the results of evaluations are incorporated into the DPR.

Justice Canada conducts annual reviews of the implementation status of management action plans. The centralized evaluation unit is responsible for the systematic tracking and regular reporting on the implementation status of management action plans. The evaluations completed between April 2007 and October 2010 were reviewed. The results indicate that a large majority of management action items have been fully implemented.

Justice Canada provided two reports that were reviewed for the 2011-2012 MAF assessment. Both reports were submitted to TBS and posted to the department's Website in a timely manner following approval by the Deputy Head.

Stewardship

7. Financial Management and Control

Effective Financial Management practices are in place as demonstrated by Planning, Operations and Reporting cycles.

- Performance of the Planning Cycle.
- Performance of the Operations Cycle
- Performance of the Reporting Cycle
- Ability to sustain performance within the planning, operating and reporting cycles

>>Acceptable

The Department's rating increased to a high acceptable however, there are a few areas that could be improved including:
Better compliance with the *Directive on Payment Requisitioning and Cheque Control* and Allocating appropriate resources to ensure a timely implementation of standardized configurations of FMS

7.1 Performance of the Planning Cycle

>>Strong



7.1.1 Effective Organizational Forecasting and Budgeting

>>Strong

7.1.2 Budget Management

>>Strong

It has been noted that the Department of Justice has made substantial progress in the timeliness of providing the approved budgets.

7.1.3 Planning of Periodic Review of External User Fees

>>Strong

The responsibility for the comprehensive review of the key activities related to the *Statutory Instruments Act* should be clarified in consultation with the Privy Council Office.

7.1.4 Internal Service Standards

>>Unrated

7.2 Performance of the Operations Cycle

>>Acceptable

7.2.1 Compliance

>>Acceptable

The department could take additional measures to ensure a) that departmental processes for payment certification are strengthened and b) all interest on late payments to suppliers is paid.

7.2.2 Internal Control over Financial Reporting



>>Strong

It is important to note that the Department of Justice continued to demonstrate strong management of its internal controls as was also the case in MAF VIII. In addition, the department provided a benchmark for other large departments with respect to moving into the ongoing monitoring phase of the assessment process under the Policy on Internal Control. The Department of Justice is encouraged to sustain these solid management practices.

7.2.3 Financial Systems

>>Acceptable

Part marks awarded for Pay Administration Model (PAM). This is the third and final year that PAM implementation should be fully completed

7.2.4 Compliance with Policy on Transfer Payments

>>Strong

7.3 Performance of the Reporting Cycle

>>Strong

7.3.1 Fiscal monitor and Public Accounts of Canada

>>Strong

7.3.2 Organizational Financial Statements

>>Strong

- The department should ensure that their Financial Statements are submitted in a timely manner.

7.3.3 Organizational Quarterly Financial Reports (QFR)

>>Acceptable



The financial highlights section should include explanations for significant variances between fiscal years for both authorities available for use as well as planned expenditures by standard object.

7.3.4 Internal Control over Financial Reporting (ICFR)

>>Strong

The Department of Justice published a very clear Annex to its Statement of Management Responsibility including Internal Control over Financial Reporting which will support the effective communications of departmental progress in this area. This very well written public document is a model to other departments in how to ensure that it is effectively showcasing to outside readers departmental progress and key messages in this area.

7.4 Ability to sustain performance within the planning, operating and reporting cycles

>>Acceptable

7.4.1 Financial Management Governance

>>Strong

7.4.2 Internal financial reporting

>>Acceptable

7.4.3 Capacity of the financial management community within organizations

>>Acceptable

The functional relationship between the FMO and the FI population outside the FMO could be strengthened by a formal written agreement being in place and by the FMO playing a larger role in staffing FI positions outside the FMO. With regard to experience, the average length of time FI-03s have been in the department and in their position remain below government-wide averages again this Round.

7.4.4 Financial Systems Governance

>>Strong



8. Management of Security

Management of security contributes to the effectiveness of government by protecting employees, information, and assets and ensuring the continuity of government operations and services.

- Governance is in place to set strategic direction, support decision making regarding security priorities, plans and resources, and provide on-going oversight for the departmental security program, and a Departmental Security Plan is in place to provide an integrated view of departmental security risks and requirements, and establish priorities for security improvements.
- A security organization with adequate resources, people and processes is in place to support implementation of the Departmental Security Plan and effective management of security in the department.
- Processes are in place for on-going monitoring, performance measurement and reporting to senior management on security risks, policy compliance and effectiveness of security control framework.
- An assessment of the current state of security practices and of the progress at implementing priorities established in the Departmental Security Plan and addressing deficiencies identified in MAF and through other means.
- The organization provides leadership, demonstrates innovation and contributes to the government-wide security program.

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.

8.1 Governance and Planning

>>

8.2 Capacity and Processes

>>

8.3 Monitoring, Performance Measurement & Reporting

>>



8.4 Results

>>

8.5 Leadership (for Strong rating only)

>>

Risk Management

9. Integrated Risk Management

Risk management is integrated across management practices and proactively and consistently informs organizational decision-making.

- Governance and Leadership
- Implementation
- Results and Continuous Improvement

>>Acceptable

The Department of Justice is classified as a large organization for MAF purposes and as such is assessed on an annual cycle.

The integrated risk management practice of the organization is in intermediate stages and progress can be expected if the organization focuses on advancing an up to date CRP that contains detailed and timely information. A complete and current CRP, when used as a key component of decision-making, can further support the organization in achieving efficiencies in business and strategic planning, resource allocation, and operational management.

Notable accomplishments achieved by the Department this year include its ongoing government-wide leadership in the area of legal risk management.

Overall, the organization demonstrates integrated risk management practice that is developing as compared to other federal organizations of its size.

Reflecting this performance, in 2011-12 the organization is rated as Acceptable in Governance and Leadership, Acceptable in Implementation, and Opportunity for Improvement in Results and Continuous Improvement, leading to an overall rating of Acceptable. Compared to 2010-11, this rating reflects maintained momentum in the processes to support Governance and Leadership and Implementation. However, there is an opportunity to improve the demonstration of how IRM practices support improvements to the effectiveness and efficiency of the organization's overall performance.

9.1 Governance and Leadership

>>Acceptable

In MAF Round 2011-12, the Department of Justice Canada (Justice) continued to maintain momentum in the area of governance and leadership, as expectations for integrated risk management (IRM) were communicated to staff, and governance and oversight committees throughout the organization continued to promote a culture of risk-informed decision-making throughout the organization. For example, in an effort to streamline the organization's governance and oversight over the management of resources, Justice consolidated four senior standing committees into one Management Committee in June 2011. Membership includes all direct reports to the Deputy Minister, including the regions, and four rotating members representing the Departmental Legal Services heads. The terms of reference include a focus on risk-informed decision-making, including oversight for IRM materials and approaches.

The Management Committee is also mandated to make recommendations to the Executive Council on the Corporate Risk Profile (CRP) content and the implementation of mitigation strategies. It is noted that this explicit role will help guide the Executive Committee while also providing a horizontal perspective of risk management within the organization, given its diverse membership and broad agenda regarding the management of resources.

The Executive Committee remains responsible for approving the CRP on a two-year cycle. In MAF 2011-12, the Executive Committee reinforced the importance of advancing risk-informed decision-making by ensuring that all presentations to be considered at the management table include a risk analysis, including links to the CRP. The mandatory inclusion of risk information to the preparation of materials for consideration helps to promote a culture of risk-informed decision making, both at senior management table and later, in the communication of decisions as a result of the risk-informed analysis and ensuing discussion.

Consistent with MAF 2010-11, the Corporate Risk Management Team continued to support the analysis and monitoring of the CRP and mitigation strategies and remains chaired by the Assistant Deputy Minister (ADM) of Management Sector, in the fulfillment of the role of Risk Champion. The Corporate Risk Management Team also acted as a focal point in the organization for integrated risk management knowledge and expertise. While it remains unclear how often the Corporate Risk Management Team will be required to report to the Management Team, it is clear that ample opportunity for the inclusion of risk-informed decision-making and the embedding of IRM among senior managers is provided by this new governance structure.

Other governing bodies that help to provide expert advice on risk-related issues include the Assistant Deputy Minister Interdepartmental Advisory Committee on Legal



Risk Management, which promotes a dialogue on best practices in the area of legal risk management across government. The Assistant Deputy Minister level committee continues to be supported by an interdepartmental Working Group, which has achieved the development of key guidance in the area of legal risk management best practices in 2011, and has initiated work on managing direct and indirect costs associated with litigation within the federal government.

Finally, in MAF 2011-12, Justice continued to support meetings of the IRM Community of Practice, its internal working level forum that involves all departmental functional areas to discuss IRM related topics. The Community of Practice also creates a central network of contacts who are able to help communicate key risk information, promote a common IRM methodology for risk assessments and promote opportunities for the continued use of risk-informed decision-making at senior management committees. While it is unclear how often the IRM Community of Practice met in MAF 2011-12, it is noted that the initiative helps to drive awareness to the operational level, and overall, will help improve the organization's capacity to use IRM to achieve results in their day-to-day work. For example, in July 2011, the IRM Community of Practice explored how the LRM risk identification and assessment process could be useful in the development of the department's investment planning strategy. The department is encouraged to follow-through with the identification of best practices, as appropriate.

It remains clear that governance structures to promote the integration of risk management practice across the organization are in place and are used and the roles and responsibilities from MAF Round 2010-11 have remained consistent. In addition to the Champion of Risk Management being fulfilled by the Assistant Deputy Minister of Management Sector, two directorates support Justice's IRM approach. The Strategic Planning and Performance Directorate addresses the embedding of IRM in key functional areas such as planning and performance and remains responsible for the CRP process, including the updating of DoJ's IRM Framework and related corporate tools. Similarly, the Law Practice Management Directorate provides support with respect to leading the legal risk management file, including the development of guides and tools related to legal risk management within the Government of Canada. Both Directorates play discrete but critical roles in supporting IRM within the organization. Given the prominence and importance of legal risk management to the DoJ mandate, both Directorates continue to share efforts and collaborate on certain projects, including joint presentations to the LRM Network, the IRM Community of Practice, and contributions to the *Scanning News*, an internal departmental publication. Moving forward, Justice is encouraged to reflect this relationship in its IRM Framework in order to demonstrate how the expertise is blended to provide a holistic IRM approach to the organization. While it is noted that Justice indicates it has updated its Framework in response to MAF 2010-11 opportunities, it is unclear if the latest version now includes the synergies between the two Directorates, and the role and responsibility of the newly created Management Team.

Overall, accountabilities for corporate risks are articulated in the organization's CRP, the Integrated Business Plans and monitoring is provided through the Corporate Risk Management Team. Given the organization's use of key governance bodies at both the senior management and working group level, it is also evident that employees at all levels have accountability for managing risk, and that employees are able to raise risk management issues through the organization's various governance structures.

Moving forward, Justice is encouraged to clarify within its IRM Framework, the relationship between the Corporate Risk Management Team and the newly created Management Team, and reflect the synergies that are key to delivering IRM knowledge and expertise on both corporate risk management and its roles in leading and promoting legal risk management as an inherent aspect of the department's mandate and objectives.

9.2 Implementation

>>Acceptable



In MAF 2011-12, Justice has continued to pursue the integration of risk management practices within key functional areas, including investment planning, security planning and audit and evaluation planning, all of which require a risk-based approach to implementation. In addition, in 2011, Justice introduced a corporate risk analysis into its quarterly financial reporting function, including risk information which was aligned with the organization's overall IRM approach, thereby supporting the attestations made by the Chief Financial Officer and Deputy Head. Risk has also been a key consideration in the advancement of the organization's Grants and Contributions Action Plan. In 2010-11, a Project Risk Assessment Tool was developed and piloted to help reduce reporting burden for managing grants and contributions. Justice is recognized for taking this initiative, but it is unclear how successful the pilot project was in reducing stakeholder and department reporting burden, and whether the tool was successful in reducing wait times for payment disbursement. In June 2011, the former Finance Committee was briefed on the tool, seeking approval in order to obtain Ministerial approval later in 2011-12, however, the outcome of the Committee review and any decisions made remain unclear. In addition, consideration of risk was embedded in the Common Policy Considerations Checklist and Reference Chart, a tool used as a standard practice for policy and program development. It is noted that with time, the department will be able to determine whether use of the Checklist is resulting in a more robust risk analysis in the design, development and management of existing or new policies. In future years, Justice has an opportunity to track progress of these significant initiatives and demonstrate the value of taking a risk-informed lens in policy, program and other functional areas.

Finally, Justice has noted a commitment to better align IRM and legal risk management in both the department of Justice and across the federal government, a decision informed by a May 2011 nation-wide client survey on the quality of services delivered to clients. Overall, it remains evident that risk management practices and principles are integrated into the organization's operational and functional activities. Furthermore, given the magnitude of legal risk management across government, it is evident that Justice has initiated activities to help manage shared legal risks, government-wide. Moving forward, Justice is encouraged to communicate the outcomes and results of increased integration, and the results of its ongoing efforts coordinating and promoting approaches to managing shared legal risks, in order to demonstrate how IRM has added value and improved decision-making in this key area of its business, towards the ultimate goal of improved results overall.

In 2008, Justice developed a draft CRP, which was later approved in 2009. Since then, Justice notes that its corporate risks have remained relatively stable, with the exception of an emerging risk related to expenditure restraint and its potential impact on the delivery of legal services. As demonstrated by the briefing presentation to Justice's Department Audit Committee in May 2011, there is some evidence that the organization is actively reviewing and monitoring its risks and some evidence that the organization's CRP is used by the Corporate Risk Management Team to inform decision-making and priority setting.

However, given that an updated CRP was not provided as evidence in MAF 2010-11 nor in 2011-12, the timeliness, reliability, and scope of the document remains uncertain. For example, it is noted that the Corporate Risk Management Team monitors risk mitigation strategies. However, it remains unclear what progress has been made on managing the year-over-year risks that have been present since 2008, and whether the resources dedicated to address those risks have successfully reduced the department's exposure or if there has been consideration on whether to transfer or accept some risks given their persistence as ongoing management issues. Finally, it is noted that the Department Audit Committee recommended updating the organization's CRP after the results of the upcoming federal budget. In doing so, Justice is encouraged to ensure that the updated CRP also reflects the most recent edition of the Integrated Business Plan, and that both documents reflect necessary adjustments to risk mitigation strategies, and their related timelines.



While it is noted that the organization actively posts its CRP on its internal website for staff use, it is unclear the latest version of the CRP that was posted in order to ensure that staff have updated information. It is noted that the RPP and DRP provide a high level overview of risks and challenges facing the department, however it is unclear how adjustments are made year-over-year to address those risks.

There is evidence that the Strategic Planning and Performance Management Division provides guidance to program areas in order to develop consistent risk information, and provides a quality assurance function in order to ensure a successful business planning and performance reporting process and resource allocation reporting process, as noted in the quarterly financial reporting process, for example. However, given that some risks appear relatively unchanged since 2008-09, it is unclear how often the Executive Council refer to the CRP, and whether they are provided with timely updates. It is also unclear whether the Executive Council provides guidance on the continued mitigation or acceptance of risks and in general, provides input regarding the performance of responses in order to inform the requirement for adjustments.

As part of the ongoing activities of the department's IRM Community of Practice and the Legal Risk Management Working Group, and through the ongoing provision of on-line tools, guides and learning resources, it is evident that Justice takes proactive measures to enable and sustain IRM awareness. For example, the Strategic Planning and Performance Management Directorate continues to contribute to the drafting of risk management articles led by the Law Practice Management Directorate, and published in the Department's *Scanning News*. Given the commitments to strengthen the linkages between legal risk management and IRM, and the increased application of the corporate risk lens to key functional areas such as financial reporting, it is evident that the organization's risk management approach is tailored and responsive to its external and internal context.

Moving forward, Justice is encouraged to clearly communicate the progress made on increased IRM integration by highlighting the outcomes of IRM added-value in the organization. In addition, Justice is encouraged to ensure that the CRP is closely aligned to the Integrated Business Plan, so that it contains timely and accurate information to inform management discussions and facilitate risk-informed decision making.

9.3 Results and Continuous Improvement

>>Opportunity for Improvement

In MAF 2011-12, there was some evidence that Justice considered and addressed the opportunities for improvement identified in its previous performance assessment. Those opportunities included tailoring the IRM Framework and Compilation document to reflect the department's unique operating context, integrating IRM learning tools into other department-wide learning products, and outlining the CRP's evolution since its inaugural draft, including how risks have been modified since 2009 to 2011.

However, given that the IRM Framework has not been provided as evidence in 2011-12, and for the second consecutive year, the CRP was not provided as a key piece of evidence, it is unclear the degree to which progress and results were achieved by Justice. For example, as noted in 9.1, it is unclear if the IRM Framework reflects the

unique synergies between the Strategic Planning and Performance Management Directorate and the Law Practice Management Directorate, in addition to whether it reflects the new roles and responsibilities of the Management Committee, and its relationship with other IRM-oriented management bodies such as the Corporate Risk Management Team.

In addition, when an organization is in the midst of an update to its CRP during the MAF assessment cycle, it is encouraged to provide the draft for consideration. As a key piece of evidence for Area of Management 9, the CRP, even in draft form, could have enabled Justice to demonstrate progress of the CRP's evolution since MAF 2009-10, including its close alignment with other key reporting and tracking tools. In future, Justice is strongly encouraged to consider including this important piece of evidence as part of its annual MAF submission.

There is some evidence that the organization has applied lessons learned and adjusts its overall integrated risk management approach. For example, it is clear that there are substantial processes in place to guide the implementation of IRM practices, including the embedding of risk information into most functional areas. As such, risk-informed decision-making informs some of the management committees, there is some evidence that the organization's IRM practices add value as a key component of decision-making, business and strategic planning, resource allocation, and operational management. More time will be required in order to determine the degree to which these risk-informed practices and decisions are having an effect on the overall outcomes of the organization. For example, as noted in 9.2, ongoing examination of the Project Risk Assessment Tool, by means of a pilot project, will be able to confirm the degree to which managing risk in Grants and Contributions was successful in reducing stakeholder and department reporting burden. Until more results become available, there is limited evidence that the organization's IRM practices support improvements to the effectiveness and efficiency of its overall performance, although preliminary results to date appear positive.

Overall, it is acknowledged that important work is underway on strengthening legal risk management, and that IRM informs business planning, investment planning, grants and contributions, financial reporting and the development of new policy. Moving forward, Justice is encouraged to more clearly capture the results and outcomes of these efforts in order to communicate IRM's impact on achieving organizational goals and objectives.

People

10. People Management

The department has engaged employees, an organizational culture of excellence, demonstrated leadership and a strong workplace and workforce to assure its success and a confident future for the Public Service of Canada.

- Employee Engagement
- Executive Leadership
- Diversity and Employment Equity



- **Employee Learning**
- **Performance and Talent Management**
- **Workload and Workforce Planning Effectiveness**
- **Staffing**
- **Official Languages**
- **Organizational Context**

>>Acceptable

10.1 Employee Engagement

>>

10.2 Executive Leadership

>>

10.3 Diversity and Employment Equity

>>

10.4 Employee Learning

>>

10.5 Performance and Talent Management

>>

10.6 Workload and Workforce Planning Effectiveness

>>

10.7 Staffing

>>

10.8 Official Languages

>>

10.9 Organizational Context

>>

Stewardship

11. Procurement

A balanced approach to effective, efficient and economical procurement contributes to valuable program delivery and achieving government-wide objectives.

- Governance, Leadership and Planning
- Capacity, Implementation and Outcomes

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.

11.1 Governance, Leadership and Planning

>>

11.2 Capacity, Implementation and Outcomes

>>

12. Information Management

Information Management (IM) supports the organization's business strategy and government-wide objectives. The statutory and regulatory requirements of the Access to Information and Privacy Acts have been met.

- The Information Management governance structure effectively supports the organization's business lines and participation in setting government-wide strategic directions for Information Management.
- The organization's IM strategy supports the effective management of information and records to meet program and service outcomes, operational needs and accountabilities
- The organization effectively integrates IM practices into its business activities.
- The institution is effectively administering obligations under the *Access to Information Act*.
- The institution is effectively administering obligations under the *Privacy Act*.
- ATIP governance structure effectively supports the organization's administration of ATIP and capacity is fostered in the ATIP Office and in the organization as a whole.

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.

12.1 Information Management Governance

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12.2 Strategic Planning and Implementation

>>

12.3 Information Management Practice

>>

12.4 Access to Information

>>

12.5 Privacy

>>

12.6 ATIP Governance and Capacity

>>

13. Information Technology Management

Information Technology (IT) supports the organization's business strategy and government-wide objectives.

- Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives. Participates in setting government-wide strategic directions for information technology, and contributes to desired government-wide outcomes of reducing the government footprint, consolidation or simplification through innovative/alternative service delivery solutions.
- Alignment of information technology plans with the overall departmental business and government-wide strategic directions for information technology and demonstrated planning and use of common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate. Ensuring that information technology governance structures are integrated with the corporate governance structures to enable departmental IT investment planning, decision-making, oversight and IT risk management.
- Demonstrated IT value to the departmental business outcomes through the use of performance measurement tools and metrics to guide information technology towards improved efficiency, effectiveness and innovation.

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.



13.1 Leadership

>>

13.2 Planning

>>

13.3 Value

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14. Asset Management

Effective Lifecycle Asset Management supports the organization's business strategy and delivery of its programs and services.

- A real property management framework is supportive of timely, informed real property management decisions.
- A materiel management framework is supportive of timely, informed materiel management decisions.

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.

14.1 Real Property Management Framework

>>

14.2 Materiel Management Framework



>>

15. Investment Planning and Management of Projects

An investment planning process that ensures valuable program delivery and supports a balanced approach to the effective, efficient and economical management of projects, which contribute to the achievement of government-wide objectives.

- Investment planning
- Effective management of project resources
- Effective management of project results

>>Acceptable

This area was not assessed this year for this organization. The rating from the last year this area was assessed is carried-over to the current year.

15.1 Investment Planning

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15.2 Management of Project Resources

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15.3 Management of Project Results

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Management Accountability Framework Portal

Notice: Departmental MAF assessments are TBS assessments and are not to be edited for any reason whatsoever. In addition, until MAF assessments are publicly released by TBS (after all assessments have been reviewed for ATIP exclusions and cabinet confidences) departments are not permitted to post their MAF assessments on their websites.

Department of Justice Canada

MAF 2012-2013: TBS Assessment

This year's observations by the Treasury Board Secretariat related to the Department of Justice Canada (Justice) management capacity are positive overall. In total, for the six Areas of Management (AoM) on which the department was assessed, it received four "strong" ratings and two "acceptable" ratings. Compared to last year, Justice increased its scores in half of its ratings and maintained its scores of either "acceptable" or "strong" in the remaining half.

During this Management Accountability Framework (MAF) period Justice continued to work to maintain the trust and confidence of Canadians in the justice system through its policies and programs. The Department continued to invest in access to justice and in tackling crime for the security of all Canadians. Also, the Department continued to provide legal services to support client departments in implementing Government priorities and continued implementing its Budget 2012 reduction measures.

Public Service Values

1. Values and Ethics

The organization demonstrates an organizational culture founded on Values and Ethics, where people are treated with respect, leaders lead by example and employees feel comfortable providing impartial advice needed for decision-making.

- The organization is using findings regarding the status of its culture to feed into its values and ethics plan.
- Leaders are supported and engaged through the values and ethics plan.
- The organization's values and ethics plan supports the implementation of central agency policy requirements.



>>Strong

Overall, the organization is achieving results beyond expectations in the area of values and ethics.

1.1 Culture

>>>Acceptable

The organization demonstrates that it satisfactorily used findings regarding the status of its culture to feed into its values and ethics plan by including activities addressing the 2011 Public Service Employee Survey (PSES) results and activities addressing other departmental findings/results. The department submitted four plans related to values and ethics including; a Values and Ethics (V&E) Action Plan 2012-13 - to implement the Justice Canada V&E Code and related Treasury Board (TB) Policies, a 2011-14 PSES Departmental Action Plan, a Strategic Plan for the Office for Respect in the Workplace 2012-15, and a Wellness Action Plan for 2012-13.

The 2011 PSES results, along with the previous Management Accountability Framework (MAF) assessment and feedback from employees/committee consultations, are key findings/results used in the development of these departmental V&E action plans. This approach ensures a V&E Action Plan, which is linked to the overall departmental efforts and strategic planning process, addresses issues in a horizontal way, and aligns itself to the MAF's three-year cycle. According to the departmental narrative document, the V&E Plan is supported by operational plans which outline various targeted activities at the administrative and operational levels.

In response to one of the PSES question with respect to harassment and discrimination, the new Office for Respect in the Workplace will conduct an informal survey of senior managers, as well as conduct focus group sessions with employees, to identify specific organizational respect in the workplace needs, risks and vulnerabilities.

The 2011-2014 PSES Departmental Action Plan addresses a number of PSES questions; however, it did not include an activity or performance indicator for the low score received on the PSES question measuring whether employees feel they can initiate a formal recourse process without fear of reprisal.

The narrative includes extensive linkages/ rationales/justifications to explain how the Plan was informed. For example, the Justice Canada (JC) 2011 Public Service Employee Survey (PSES) results, along with the previous MAF assessment and extensive consultation feedback from employees, management committee consultations and findings from the Human Resources' Branch (HRB) Research Centre and other HRB data sources were the key drivers and sources of information used in the development of four departmental V&E related action plans. Informal Conflict Management System (ICMS) activities also stem from the PSES Action Plan in response to the ICMS Evaluation (May 2010), which also corresponds to the principles of result-oriented programs as applied in the MAF.

The PSES Action Plan was drafted following department-wide consultations held to further refine the plan before its approval by Executive Committee. This consultation process also included a web-based approach to reach all Justice employees.

1.2 Leadership



>>Strong

The narrative includes extensive examples of organization's leaders being involved in the development of the Plan. For example, the V&E action plan was developed by a working group which was overseen and supported by the V&E Champion and the Assistant Deputy Minister, Management Sector. Each direct report of the Deputy Minister (DM) was responsible for discussing the results with their staff and creating their own action plan in response to the PSES. The departmental plan consists of a combination of actions proposed in the plans submitted by each DM direct report and the activities proposed by functional authorities (Human Resources, Information Technology, Communications, and Values & Ethics). The proposed action plan was presented and approved by the Department's Executive Committee on October 31, 2012.

The Plan significantly demonstrates how it supports its leaders in promoting and visibly supporting the values and ethics program. For example, both the V&E Action Plan and PSES plan include components, such as including Values and Ethics on management /staff meeting agendas to discuss issues and actions related to ethics in the workplace, in support and to enable leaders in promoting and supporting the Values and Ethics program. The aim is to encourage communications and discussions between leaders and their staff while, at the same time, demonstrate the commitment leaders have towards values and ethics. In total the planning activities will offer leaders various tools to communicate expected behaviours and consequences of non-compliance and to provide forums to engage in a dialogue and discussions about ethical dilemmas.

The department's V&E Action Plan focuses on: *A respectful corporate culture with strong values and ethics* as its central theme. Under this expected result, the responding action *Leaders promote and visibly support values and ethics in the workplace* contains three main activities. The first activity is to have a specific commitment on values and ethics in the performance management agreement of all executives. This prioritizes the values and ethics program by requiring a values and ethics commitment to be included in the performance management agreement of senior leaders (EX and LC category). The second activity aims at having each direct report of the Deputy Minister organize a special event to define and support values specific to their mandate and environment. 100% of all the direct reports should have organised this activity by June 2013. This will encourage a reflection and a discussion around the meaning of values and ethics and how they apply to the workplace. The third key activity requires managers to include values and ethics on management and/or staff agendas to discuss issues and actions related to ethics in the workplace

Another expected leadership result is *A workplace where conflicts are resolved as early and effectively as possible*. One of the main activities for this result is a presentation on the ICMS Program and the new ICMS Policy where executives are expected to attend and participate in the session.

In support of the responding action *Leaders promote and visibly support values and ethics in the workplace*, the operational plan has identified a list of relevant actions such as FAQ's, scenarios, factsheets, and V&E dashboards which will include relevant statistics for each sector, portfolio and regional office. These actions will offer to leaders various tools to communicate expected behaviours and consequences of non-compliance and to provide forums to engage in a dialogue and discussions about ethical dilemmas.

The Office for Respect in the Workplace plans to meet with each senior executive in the organization, including all Regional Director Generals to engage them and their



management teams in dialogues on the subject of respect in the workplace.

1.3 Governance

>>Strong

The Justice Canada V&E Action Plan demonstrates how it significantly supports the implementation of the *Values and Ethics Code for the Public Sector* and the *Policy on Conflict of Interest and Post-Employment* requirements.

For example, the V&E Action Plan includes measures to ensure employees are aware of and understand the new *Values and Ethics Code for the Public Sector (PS Code)*, departmental Code and the *Policy on Conflict of Interest and Post-Employment*. The 2011-14 PSES Action Plan includes key activities with specific performance indicators and targets. The first activity is the organization awareness sessions on the new PS Code and organizational Code tailored to both managers and employees. The second activity is the development and revision of current educational tools to raise understanding and knowledge of employees' obligations under the new codes. The department has targeted that 90% of the employees will have acknowledged having read and understood their obligations under the new Justice Code of Conduct by June 2013.

The V&E Action Plan also includes a thorough revision of all the current administrative processes (e.g. Human Resources, Information Technology, and Contracting) to ensure alignment with any new requirements from the PS Code. The plan will use different communication approaches (emails, corporate messages, Intranet site, Webnews) to increase awareness and understanding of the PS Code and departmental Code. Various V&E training initiatives are also planned during the year to foster knowledge of these policy instruments.

To support the implementation of the *Policy on Conflict of Interest and Post-Employment* (Policy) planning priorities have been established following two analysis: one of the 2011 PSES results and another on the current status of the organizational culture in terms of values and ethics. As a result, the V&E Action Plan includes a number of activities related to the new Policy. For example, the department has posted CoI and post-employment information on its website, created CoI forms, established a list of positions at risk for post-employment and incorporated it in its Code of Conduct. CoI obligations will be communicated to employees at risk and related training materials and Frequently Asked Questions fact sheets content will be updated.

The Justice Canada PSES Action Plan demonstrates how it significantly supports the implementation of the *Policy on Harassment Prevention and Resolution*, and the *Directive on the Harassment Complaint Process* requirements. For example, leaders will be involved in dialogues to enhance the level of awareness and understanding of the new harassment policy instruments. Under the plan's Expected Results, the department plans to "Create an independent office to deal exclusively with issues related to harassment and discrimination and develop a *Respect in the Workplace* awareness strategy. The V&E Office is planning to develop specific tools and activities to communicate the policy instruments' objectives and requirements to all managers and employees, which will involve messaging from the deputy and associate deputies,



senior management and managers. Measurement indicators will be put in place to measure employee access to this information and to measure the delivery of policy information at various departmental meetings and sessions.

The Office and the Centre for Ethics, Conflict Management and Wellness have established a close relationship to collaborate on all aspects of the implementation of the values and ethics plan which involves the aspect of respect in the workplace and the implementation of the new policy and directive.

Results and Performance

2. Managing for Results

A robust performance framework demonstrates corporate alignment to outcomes in support of planning, reporting and decision making processes.

- **Quality of the Strategic Outcome(s) and Program Activity Architecture.**
- **Quality of the Performance Measurement Framework**
- **Quality of Performance Reporting**
- **Extent to which the Management, Resources and Results Structure (MRRS) information is used to support planning and decision making.**

>>Unrated

This area was not assessed this year for this organization.

2.1 Quality of the Strategic Outcome(s) and Program Activity Architecture

>>

2.2 Quality of the Performance Measurement Framework

>>

2.3 Quality of Performance Reporting

>>



2.4 Extent to which the MRRS information is used to support planning and decision making

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Governance and Strategic Directions

3. Governance and Planning

An integrated corporate system of decision-making enables effective allocation of resources to priorities, alignment of activities to outcomes and management of accountabilities.

- Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.
- Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.
- Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>

This area is no longer assessed.

3.1 Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.

>>

3.2 Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.

>>



3.3 Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>

Citizen-focused Service

4. Citizen-focused Service

Every day the Government of Canada delivers a broad range of services that affect the well being of individuals and organizations across Canada and abroad. Excellence in service delivery contributes to the achievement of public policy goals, delivers value for money, produces high levels of client satisfaction, and promotes confidence in the government. Services represent a considerable investment for the Government of Canada.

- Extent to which the organization has developed clear expected results, tracked performance, and set priorities and plans for service improvement.
- Extent to which the organization has provided services in both official languages and to persons with disabilities.
- Consideration of public and client views and needs.

>>Unrated

This area was not assessed this year for this organization.

4.1 Sound Service Management

>>

4.2 Client Service Orientation

>>

4.3 Consideration of Public and Client Views/Needs

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Stewardship



5. Internal Audit

LDA:

Fully developed governance structure is in place; and the internal audit regime is contributing to improvements in risk management, control and governance processes. There are demonstrated professional practices in place with sufficient and appropriate capacity to sustain performance.

SDA:

The deputy head considers the small organization's risks and control environment, and effects a determination of the need for further audit work. Management action plans are developed and implemented in response to recommendations stemming from internal audits and OCG horizontal audit work.

- **There are appropriate professional practices and sufficient capacity in place to sustain effective delivery of internal audit services.**
- **The internal audit regime is contributing to improvements in governance processes, risk management and control.**

>>Acceptable

The internal audit regime at the Department of Justice illustrates a value-added contribution through the provision of assurance and advice on identified departmental risk management, control and governance processes. Professional practices are maintained, with resources effectively managed.

Internal Audit is performing with proficiency and due professional care. The quality of internal audit reports is consistent with the Internal Auditing Standards for the Government of Canada. The Quality Assurance and Improvement Program is in place. The Department underwent a practice inspection in 2012-13 and received favourable results.

There is adequate capacity and capability for the effective delivery of internal audit services in 2012-2013.

The organizationally independent function is contributing to the identification of departmental risks and key controls that support good management and governance. The value-added impact of the internal audit activity is illustrated through the audit observations linked to emerging risks and challenges to the organization. The Departmental Audit Committee provides independent and objective advice to the Deputy Head. The value-added impact of the Committee's work is evident through the annual reporting on the results of its reviews.

The internal audit function is delivering on its commitment to complete internal audit engagements that are aligned to areas of highest risk and significance to the Department. As of November 1, 2012 the completion rate relative to the 2012-2013 Risk-Based Audit Plan is 88%. The vast majority of completed and planned work is assurance-based.



Internal Audit monitors management actions to address key internal audit findings in order to assess progress made in mitigating significant risks. Sixty-four percent of internal audit recommendations scheduled to be completed by management in 2011-2012 are fully implemented. In addition, there is regular reporting to the Departmental Audit Committee on the status of management actions arising from external audit recommendations.

5.1 Sustainability

>>Acceptable

Based on the assessment of three internal audit reports, the quality meets most expectations. The Quality Assurance and Improvement Program is in place. A practice inspection was conducted in 2012-13 indicating "generally conforms" to the Internal Auditing Standards for the Government of Canada.

There is a sufficiency of resources to complete the planned internal audit priorities in 2012-13. Continued efforts in implementing the organizational structure comprised of indeterminate resources is encouraged.

5.2 Performance

>>Acceptable

The Chief Audit Executive (CAE) is fully independent enabling the provision of objective assurance services. The impact of the internal audit activity is illustrated through the contribution of audit findings that relate to departmental risks and key controls. The DAC demonstrates its support to the Deputy Head through the execution of its mandated responsibilities. The DAC Annual Report provides a perspective on risk management, control and governance processes.

Internal Audit is delivering on its commitment to complete internal audit engagements that are aligned to areas of highest risk and significance to the Department. As of November 1, 2012 the completion rate relative to the 2012-2013 Risk-Based Audit Plan is 88%. The vast majority of completed and planned work is assurance-based.

Internal audit engagement findings have led to concrete actions taken by senior management aimed at improving risk management, control and governance processes. Sixty-four percent of internal audit recommendations scheduled to be completed by management in 2011-2012 are fully implemented. Continued progress in following up on the implementation of management action plans is encouraged. With respect to external audit recommendations, the status of management actions is reported to the Departmental Audit Committee.

Results and Performance

6. Evaluation

A comprehensive and reliable base of evaluation evidence on program relevance and performance is created and subsequently used to support policy and program improvement, expenditure management, Cabinet decision-making and public reporting.



- There is sufficient capacity and support for a robust and neutral evaluation function to produce sound evaluation reports.
- Evaluation supports the information needs of Deputy Heads, Ministers, Program Managers, Central Agencies, Parliamentarians and Canadians.

>>Strong

In view of progress made within the government-wide evaluation function since the renewal of the *Policy on Evaluation*, assessments place greater emphasis on the use of evaluation results, coupled with an ongoing focus on the fundamentals required to produce good quality evaluation-related services and products. This year's increased emphasis on the use of evaluation results means that, more than ever, each assessment is a reflection of how the entire organization – and not simply its evaluation group – performs in this area of management.

Justice Canada (JUS) has received an overall rating of “Strong” for MAF 2012-2013. The department continues to demonstrate accomplishments in this area of management and continues to take the necessary steps to meet the requirements of the Treasury Board (TB) *Policy on Evaluation*.

JUS demonstrates the use of quality evaluation information to inform decision making. The organization submitted seven evaluation reports to TBS and reports were posted to the departmental website in a timely a manner. The evaluation reports reviewed for the MAF assessment provide clear findings and conclusions on their respective program's value for money. Evaluations used multiple lines of evidence including performance information to substantiate findings. Each evaluation is accompanied by a management response and action plan.

Based on self-reported financial data, it appears that JUS is well positioned to evaluate all Direct Program Spending (DPS) every five years and that all ongoing programs of grants or contributions (G&C); as per section 42.1 of the *Financial Administration Act*, have been evaluated.

6.1 Foundations for Quality Evaluations

>>>Strong

JUS continues to maintain mechanisms that ensure a sound foundation for evaluation.

The organization has in place a Departmental Evaluation Committee (DEC) that is chaired by the Deputy Head (DH). It supports the evaluation function in a manner that is consistent with the TB *Policy on Evaluation*. The HE has direct and unencumbered access to the DH. The organization reports that evaluation reports are submitted directly to the DH by the HE.



JUS has shared a rolling risk-based five year departmental evaluation plan (DEP). The DEP is clearly aligned with the department's Program Alignment Architecture and demonstrates plans for full coverage of DPS and ongoing G&C programs by the evaluation function. The evaluation planning process considers both departmental and government-wide contexts when conducting evaluations. The DEP includes confirmation by the DH that it is aligned with Sections 6.1.7 and 6.1.8 of the *Policy on Evaluation*.

The DEP could be strengthened by including further detail on individual evaluations planned, including the dollar amount and percentage of DPS covered, and resources required to complete the evaluation. Details on the methodology including the approach and design of the evaluation would also ensure a more comprehensive plan.

The organization reports the use of systematic ongoing practices to identify improvements to evaluation including the review of products and services by the DEC and expert peer reviewers. Informal feedback from program managers following an evaluation is also reported to be considered for this purpose.

The level of human resources dedicated to evaluation has not changed from the previous year, while the level of financial resources has declined slightly. The number of full time equivalents (FTEs) dedicated to evaluation is comparable in 2012-13 to 2011-2012 at 13 FTEs. The level of financial resources dedicated to evaluation has declined slightly with a forecasted spending of \$2.325M in 2012-2013 compared to \$2.630M in 2011-2012.

JUS submitted eight evaluation reports accompanied by management responses and action plans for review in the 2012-2013 MAF assessment. These are listed below. Reports reviewed for the assessment are identified with an asterisk.

- Family Violence Initiative Evaluation*
- Justice Partnership and Innovation Program Evaluation*
- Contraventions Act Fund for Implementation of Language Obligations Evaluation*
- Legal Aid Program Evaluation*
- Accountability and Coordination Framework of the Roadmap for Canada's Linguistic Duality - Justice Canada Component Evaluation
- Initiative in Support of Access to Justice in Both Official Languages Evaluation
- Access to Justice Services Agreements Evaluation
- National Anti-Drug Strategy Evaluation

Evaluation reports reviewed use multiple lines of evidence to assess relevance and performance. Elements of an evaluation approach including a program logic model are included in the reports reviewed. Limitations of the evaluation methodology and mitigating strategies are clearly identified in all reports reviewed and the impacts of any limitation on the evaluation are discussed. Evaluation findings are clearly stated and inform conclusions on the program's value for money. Recommendations of the evaluation report reviewed are informed by the key findings of the evaluation.



The assessment of “innovation” in the conduct of an evaluation is defined as occurring when a new and novel design, approach or method is adopted and therefore adds value by addressing a user’s needs. Justice has demonstrated innovation given work designed to strengthen evaluation findings. As part of its evaluation of the National Anti-Drug Strategy, JUS carried out a rigorous statistical analysis of rates of recidivism for offenders participating in a Drug Treatment Court (DTC). The analysis included use of a comparison group and was modeled using survival analysis and propensity scores, which is a methodology originally developed in the medical sciences to determine the impact of treatment on patient survival. The analysis was used to substantiate findings with a statistically significant reduction in rates of re-offending by DTC participants.

The organization demonstrates that it undertakes monitoring and reporting on the development and implementation of performance measurement strategies to support evaluation. Reporting on the status of performance measurement strategies is the responsibility of the evaluation unit and occurs at specified times throughout the year. JUS reports that 100% of evaluations in progress and/or completed during the review period of this assessment had performance information available to effectively support evaluation. The evaluation reports reviewed for the 2012-2013 MAF assessment indicate that performance data was available to support the evaluations.

6.2 Use of Evaluation

>>Strong

Based on self-reported financial data, it appears that the organization has achieved an average annual evaluation coverage amount of its DPS of approximately 14% since the coming into force of the most recent TB *Policy on Evaluation*. Note that this figure includes a projected coverage amount of approximately 29% for 2012-2013, which can only be confirmed after the end of the fiscal year.

Based on self-reported information, it appears that all ongoing programs of grants and contributions have been evaluated as per section 42.1 of the Financial Administration Act for the 2007-08 to 2011-12 period.

This assessment also considers an organization’s average annual evaluation coverage of G&C spending during the 2008-2009 to 2012-2013 period, which largely corresponds to the second rolling five-year cycle under the legislation. Based on self-reported financial data, it appears that the organization has achieved an average annual evaluation coverage amount of its G&C spending over this period of approximately 20%. It should be noted that this figure includes a projected coverage amount of approximately 41% for 2012-2013, which can only be confirmed after the end of the fiscal year. With this limitation in mind, it appears that the organization is well-positioned to meet its obligations under the legislation during the second five-year cycle.

JUS demonstrates active monitoring and reporting on the implementation of management responses and action plans (MRAPs). Reporting on the implementation status of management action plans to the DEC is the responsibility of the evaluation unit and occurs annually. Evaluation reports reviewed for the 2012-2013 MAF assessment were accompanied by an MRAP that clearly addressed evaluation recommendations.

JUS demonstrates the use of evaluation results in decision-making and reporting to Parliament. The organization reports that the HE was consulted in the development of



several TB submissions and Memoranda to Cabinet. TB submissions put forward by the organization demonstrate use of relevant evaluation information where appropriate.

The organization reports that the HE is consulted in the development of its RPP and Departmental Performance Report (DPR) and all relevant evaluations were reportedly considered in the development of these documents. The 2012-2013 RPP is aligned with the organization's evaluation plan. The organization also reports that the HE was consulted during expenditure review exercises.

The TB *Directive on the Evaluation Function* (2009) requires departments to share completed evaluation reports with TBS immediately upon approval by the DH and to post reports on departmental websites in a timely manner. The notional deadline that has been established for this purpose is 14 and 120 calendar days, respectively. In 2012-2013, JUS has made evaluation reports available to TBS and to Canadians within these timeframes.

Stewardship

7. Financial Management and Control

Effective Financial Management practices are in place as demonstrated by Planning, Operations and Reporting cycles.

- Performance of the Operations Cycle
- Performance of the Reporting Cycle

>>Strong

Based on this round's more focused approach, the department's overall result for AoM 7 has improved to a Strong. This was the result of incremental and consistent improvements to the components within the operations cycle.

While at an Acceptable rating, it was noted that there was a drop in performance for the reporting cycle from the previous round due to the departmental financial statement component of 7.3.3. The department is encouraged to ensure that the financial statements comply with the requirements of Treasury Board Accounting Standard 1.2 and other relevant sources of guidance.

7.2 Performance of the Operations Cycle

>>Strong

7.2.1 Directive on the Management of Expenditures on Travel, Hospitality and Conferences (DMETHC)



>>Strong

7.2.2 Internal Control over Financial Reporting

>>Strong

7.2.3 Financial Systems

>>Acceptable

7.2.4 Compliance with Policy on Transfer Payments

>>Strong

7.3 Performance of the Reporting Cycle

>>Acceptable

7.3.1 Fiscal monitor and Public Accounts of Canada

>>Strong

7.3.2 Financial Systems Governance

>>Strong

7.3.3 Organizational Financial Statements and Quarterly Financial Reports

>>Acceptable

The department should ensure that the financial statements comply with the requirements of TBAS 1.2 and other relevant sources of guidance and these are free from technical anomalies.



7.3.4 Internal Control over Financial Reporting

>>Strong

8. Management of Security

Management of security contributes to the effectiveness of government by protecting employees, information, and assets and ensuring the continuity of government operations and services.

- Governance is in place to set strategic direction, support decision making regarding security priorities, plans and resources, and provide on-going oversight for the departmental security program, and a Departmental Security Plan is in place to provide an integrated view of departmental security risks and requirements, and establish priorities for security improvements.
- A security organization with adequate resources, people and processes is in place to support implementation of the Departmental Security Plan and effective management of security in the department.
- Processes are in place for on-going monitoring, performance measurement and reporting to senior management on security risks, policy compliance and effectiveness of security control framework.
- An assessment of the current state of security practices and of the progress at implementing priorities established in the Departmental Security Plan and addressing deficiencies identified in MAF and through other means.
- The organization provides leadership, demonstrates innovation and contributes to the government-wide security program.

>>Unrated

This area was not assessed this year for this organization.

8.1 Governance and Planning

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8.2 Capacity and Processes

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8.3 Monitoring, Performance Measurement & Reporting



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8.4 Results

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8.5 Leadership (for Strong rating only)

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Risk Management

9. Integrated Risk Management

Risk management is integrated across management practices and proactively and consistently informs organizational decision-making.

- Accountability for corporate risks is clearly articulated and formally assigned, and mechanisms exist for reporting against those accountabilities.
- Risk management is integrated into the organization's strategic and operational planning and reporting processes.
- The 2012—13 opportunities identified in the organization's MAF assessment have been considered for improvements.

>>Acceptable

The assessment criteria for AoM 9 was streamlined for the 2012-13 MAF cycle to allow for a more targeted evaluation of specific elements of integrated risk management practice and, as a result, focuses primarily on the Corporate Risk Profile as the key integrative document that brings together risk management processes and risk intelligence across an organization. TBS recognizes that this year's streamlined approach provides a narrower perspective and does not enable organizations to demonstrate progress in all areas of their integrated risk management practice. Organizations are encouraged, however, to continue advancing their integrated risk management practice.

Justice Canada is classified as a large organization for MAF purposes and as such is assessed on an annual cycle. In 2012-13, the department faced key challenges and opportunities such as meeting the government's ambitious legislative agenda while at the same time, providing advice in the management of legal risks and seeking internal efficiencies while maintaining excellence in the delivery of programs and services to federal departments and agencies, and to Canadians.



In 2012-13, Justice Canada approved its Corporate Risk Profile, which was well contextualized and tailored to the organization's operating environment.

9.1 Governance and Leadership

>>Strong

In MAF 2012-13, Justice Canada continued to ensure that accountability for corporate risks is clearly articulated and formally assigned, and responsibility for managing corporate risks is delegated through all levels of the organization. Consistent since 2009, corporate risks remains governed at the senior level of the department, with the Executive Committee approving the Corporate Risk Profile (CRP), and the Management Committee remaining responsible for the implementation of Integrated Risk Management for the organization overall.

In addition, mechanisms for timely reporting against accountabilities for corporate risks are in place and adjusted as required to reflect changes in the organization's internal and external operating environment. For example, Justice Canada continues to maintain and support its Corporate Risk Management Team, which comprises of the Assistant Deputy Ministers and Deputy Attorney Generals identified as accountable for the organization's corporate risks. The team serves as a forum to make adjustments to the management of corporate risks, and recommends updates to the Management committee as necessary. Justice Canada is encouraged to continue to leverage the expertise available at this table, as this practice has served the organization well year over year, as a proactive and constructive forum for communication and problem solving on managing its risks.

Justice Canada has demonstrated a commitment to clear governance and leadership for the management of corporate risks. This is especially pertinent for an organization that provides legal services for the Government of Canada and helps to ensure a fair, relevant and accessible justice system for Canadians. Moving forward, Justice Canada may wish to clarify in its CRP, the regularly and responsibility of the Corporate Risk Management Team's oversight on a weekly, monthly, semi-annual or annual basis. This will help readers to understand the role and frequency of senior management oversight, which can help to inform internal briefing and planning activities in the event that an interim adjustment to a risk or risk response is necessary.

9.2 Implementation

>>Acceptable

In MAF 2012-13, Justice Canada continued to ensure that risk management is integrated into most of the organization's operational planning and reporting processes. For example, the integrated business planning process helps to inform the updating of the CRP. The CRP also helps to inform other key functional areas such as audit, evaluation, and the organization's investment plan.

At Justice Canada, risk information is collected and prioritized and key risks are documented in a CRP. The CRP is developed every three years, with updates to risks and responses facilitated through the annual planning process. The 2012-15 CRP was approved in November 2012. As such, senior management reviews the corporate risk profile or similar tool on a regular basis.

The organization's CRP contains timely and reliable risk information that is contextualized against the organization's mandate and business objectives. Each risk is clearly described and stated, with drivers, consequences and opportunities outlined to help inform decision-making. The CRP also contains risk information that has been collected from across the various functional areas within the organization, facilitated by the Office of Strategic Planning and Performance Management and the organization's Departmental Integrated Risk Management Community of Practice. However, it is unclear to what degree input was considered from external sources in the risk identification exercise to support the update for the 2012 CRP.

Given that the CRP represents a three-year snapshot of the organization's key risks, it should be read in conjunction with Justice's integrated business plan to obtain a fulsome picture of the most current risk information. Based on the CRP alone, the timeliness of the risk responses is difficult to ascertain.

Overall, the risks and risk responses identified in the CRP are integrated into the organization's annual integrated business planning and reporting processes. In addition, risks and risk responses identified in the corporate risk profile or similar tool are integrated into most of the organization's strategic and operational planning and reporting processes. This allows risk owners throughout the organization to monitor the implementation of risk responses year over year. It is noted however, that based on the evidence provided, the risk responses identified in the CRP are drafted at a fairly high level and therefore, without the integrated business plans, it would not be possible to discern the status of the risk responses by the CRP alone.

Finally, risk information in the organization's public reporting documents such as the Report on Plans and Priorities and the Departmental Performance Report, explains its key risks and risk responses and is generally aligned with the risk information in its corporate risk profile or similar tool.



• Moving forward, Justice Canada may wish to include a hyperlink to the organization's Integrated Business Plan website or include the e-document in the CRP itself. This will help to ensure that readers have the most fulsome picture of corporate risk information that is timely, relevant and based on the latest planned activities to support the achievement of organizational objectives. This will further embed the CRP and risk information as a key input for briefing, reference, and decision-making.

9.3 Results and Continuous Improvement

>>Strong

In MAF 2011-12, three opportunities were identified for Justice Canada specifically directed to achieving improvements to their CRP process. These opportunities included the updating of its CRP, the need to ensure that the CRP reflects regular adjustments made to risk, responses and related timelines, and key accountabilities, and that the CRP remains tailored to the organization's unique operating context.

In MAF 2012-13, Justice Canada considered and addressed all of the opportunities identified in the 2011-12 MAF assessment and results were clearly demonstrated. For example, the CRP has been redesigned to clearly link the eleven corporate risks to the organization's Program Alignment Architecture, with each risk clearly defined against the organization's operations. In addition, the CRP sets the Justice background, providing tailored information and a link to the organization's Integrated Risk Management Framework, which helps to ensure that key concepts are clarified for readers unfamiliar to risk management. As noted in 9.2, further explanation could be provided on key risk response activities by linking the CRP to the organization's Integrated Business Plan. In addition, further clarification could be provided on the frequency of oversight provided by the Corporate Risk Management Team, so that managers across the organization could engage with the Team as appropriate. Finally, given that the CRP provides only a snapshot of corporate risk for a three year period, explicit direction regarding where to find the most up to date information on key risk responses could be provided in the CRP, in order to communicate a more fulsome picture risks and responses, as monitored in the integrated business plan.

In addition, the organization is able to demonstrate significant adjustments to its current CRP and those changes have been clearly documented, including information on which risks have been removed from the list due to successful mitigation, which risks have been redrafted for clarity, and which risks have been consolidated and refined to reflect changes in perception and context.

Moving forward, Justice Canada is encouraged to continue updating the CRP should any changes to corporate risks emerge between the publishing date (November 2012) and the three-year renewal date, given the fast-paced operating environment within the Government of Canada.

People

10. People Management

The department has engaged employees, an organizational culture of excellence, demonstrated leadership and a strong workplace and workforce to assure its success and a confident future for the Public Service of Canada.

- Employee Engagement
- Executive Leadership
- Diversity and Employment Equity
- Employee Learning
- Performance and Talent Management
- Workload and Workforce Planning Effectiveness
- Staffing
- Official Languages
- Organizational Context

>>Strong

10.1 Employee Engagement (P1)

>>Unrated

10.2 Executive Leadership (P2)

>>Strong

10.3 Diversity and Employment Equity (P3)

>>Strong

10.4 Employee Learning (P4)

>>Acceptable



10.5 Performance and Talent Management (P5)

>>Acceptable

10.6 Workload and Workforce Planning Effectiveness (P6)

>>Acceptable

10.7 Staffing (P7)

>>Acceptable

10.8 Official Languages (P8)

>>Acceptable

10.9 Organizational Context (P9)

>>Strong

Stewardship

11. Procurement

A balanced approach to effective, efficient and economical procurement contributes to valuable program delivery and achieving government-wide objectives.

- **Governance, Leadership and Planning**
- **Capacity, Implementation and Outcomes**

>>Unrated

This area was not assessed this year for this organization.



11.1 Governance, Leadership and Planning

>>

11.2 Capacity, Implementation and Outcomes

>>

12. Information Management

Information Management (IM) supports the organization's business strategy and government-wide objectives. The statutory and regulatory requirements of the Access to Information and Privacy Acts have been met.

- The Information Management governance structure effectively supports the organization's business lines and participation in setting government-wide strategic directions for Information Management.
- The organization's IM strategy supports the effective management of information and records to meet program and service outcomes, operational needs and accountabilities
- The organization effectively integrates IM practices into its business activities.
- The institution is effectively administering obligations under the *Access to Information Act*.
- The institution is effectively administering obligations under the *Privacy Act*.
- ATIP governance structure effectively supports the organization's administration of ATIP and capacity is fostered in the ATIP Office and in the organization as a whole.

>>Unrated

This area was not assessed this year for this organization.

12.1 Information Management Governance

>>

12.2 Strategic Planning and Implementation

>>



12.3 Information Management Practice

>>

12.4 Access to Information

>>

12.5 Privacy

>>

12.6 ATIP Governance and Capacity

>>

13. Information Technology Management

Information Technology (IT) supports the organization's business strategy and government-wide objectives.

- Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives. Participates in setting government-wide strategic directions for information technology, and contributes to desired government-wide outcomes of reducing the government footprint, consolidation or simplification through innovative/alternative service delivery solutions.
- Alignment of information technology plans with the overall departmental business and government-wide strategic directions for information technology and demonstrated planning and use of common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate. Ensuring that information technology governance structures are integrated with the corporate governance structures to enable departmental IT investment planning, decision-making, oversight and IT risk management.
- Demonstrated IT value to the departmental business outcomes through the use of performance measurement tools and metrics to guide information technology towards improved efficiency, effectiveness and innovation.

>>Unrated



This area was not assessed this year for this organization.

13.1 Leadership

>>

13.2 Planning

>>

13.3 Value

>>

14. Asset Management

Effective Lifecycle Asset Management supports the organization's business strategy and delivery of its programs and services.

- A real property management framework is supportive of timely, informed real property management decisions.
- A materiel management framework is supportive of timely, informed materiel management decisions.

>>Unrated

This area was not assessed this year for this organization.

14.1 Real Property Management Framework

>>

14.2 Materiel Management Framework

>>

15. Investment Planning and Management of Projects



•An investment planning process that ensures valuable program delivery and supports a balanced approach to the effective, efficient and economical management of projects, which contribute to the achievement of government-wide objectives.

- Investment planning
- Effective management of project resources
- Effective management of project results

>>Unrated

This area was not assessed this year for this organization.

15.1 Investment Planning

>>

15.2 Management of Project Resources

>>

15.3 Management of Project Results

>>



Management Accountability Framework Portal

Notice: Departmental MAF assessments are TBS assessments and are not to be edited for any reason whatsoever. In addition, until MAF assessments are publicly released by TBS (after all assessments have been reviewed for ATIP exclusions and cabinet confidences) departments are not permitted to post their MAF assessments on their websites.

Department of Justice Canada

MAF 2013-2014: TBS Assessment

This year's observations by the Treasury Board of Canada Secretariat (TBS) related to the Department of Justice Canada (Justice) management capacity are positive overall. For the six core Areas of Management (AoM) on which Justice was assessed, the department received an "acceptable" rating in all six areas: Values and Ethics, Evaluation, Financial Management, Risk Management, People Management, and Internal Audit. Accounting for the elimination of the "strong" rating, ratings for all 6 AoM have remained constant (or improved) compared to last year's assessment.

During the 2013-14 Management Accountability Framework (MAF) period, Justice saw a high level of policy and program activity in its continued effort to: invest in a justice system that remains fair, relevant and accessible; commit to supporting victims of crime; and provide legal services to support client departments in implementing Government priorities. Also, Justice's agenda included the implementation of Budget 2012 Deficit Reduction Action Plan and the 2014-15 Horizontal Review of Legal Services.

Due to the overall performance of the organization, TBS has not identified any management priorities for 2014-15 related to core AoMs. However, Justice is encouraged to continue to make improvements in the following area:

- AoM 10 - The Department of Justice Canada would benefit from improving the participation rate in the performance management process particularly as it relates to the mid-year conversations and learning plan implementation. It would also benefit from ensuring effective succession planning within the organization which may contribute to reducing the length of time it takes to staff key EX and non-EX positions, as well as minimizing the use of long-term acting assignments.

Public Service Values

1. Values and Ethics

The organization demonstrates an organizational culture founded on Values and Ethics, where people are treated with respect, leaders lead by example and employees feel comfortable providing impartial advice needed for decision-making.

- **The organizational culture reflects and supports public sector values.**
- **Leadership demonstrates and promotes values and ethics behaviours.**
- **The organization supports a values and ethics framework/infrastructure.**

>>Acceptable

Overall, the organization is satisfactorily achieving the expected results in the area of values and ethics.

1.1 Culture

>>Acceptable

There was sufficient evidence demonstrating progress in the implementation of activities that aim to foster a culture of values and ethics and, when applicable, sufficient explanation as to why the implementation of activities had not progressed as much as initially planned.

The Department of Justice Canada (Justice) submitted both a Values and Ethics Action Plan and Results Framework for 2103-14 (Action Plan) and a Values and Ethics Operational Action Plan for 2013-14 (Operational Plan). Together these documents outline how Justice is progressing in the implementation of all its planned activities to foster a culture of values and ethics within the organization. There is also information related to its future activities provided.

In the last Management Accountability Framework (MAF) round, organization-specific risks and vulnerabilities were identified in the area of employee fear of reprisal to make a formal complaint. Justice has added a section in its Action Plan to address this issue. Specifically, it is working to update its mandatory 'Labour Relations Course for Managers' to include a pertinent section. In addition, it is in the approval process to amend the departmental 'Framework for a Respectful Workplace at Justice Canada'.

1.2 Leadership



>>Acceptable

There was sufficient evidence demonstrating progress in the implementation of activities to support leaders in promoting and visibly endorsing the values and ethics program and, when applicable, sufficient explanation as to why the implementation of activities had not progressed as much as initially planned.

Justice's Action Plan and Operational Plan outline how it is progressing in the implementation of all its planned activities to support its leaders promote the values and ethics program within the organization, including providing resources and learning opportunities. There is also information related to future activities provided.

1.3 Governance

>>Acceptable

There was sufficient evidence demonstrating progress in the implementation of activities that show adherence to the *Values and Ethics Code for the Public Sector*, the organizational code of conduct, and the *Policy on Conflict of Interest and Post-Employment*.

The Plan provides a progress update as to how the organization ensures access to the *Values and Ethics Code for the Public Sector* and informs employees that it is a condition of employment; the extent to which activities have been implemented to promote and increase awareness of the Code and the Treasury Board *Policy on Conflict of Interest and Post-Employment*; that support is available to employees on matters relating to conflict of interest and post-employment and the availability of this support is communicated to employees; the extent to which procedures for the deputy head or his/her delegate to review and approve waivers or reductions of post-employment restriction periods have been developed and implemented; the extent to which activities were undertaken to move beyond awareness and increase understanding; and the extent to which positions at risk for post-employment conflicts of interest have been identified and decisions communicated.

There was sufficient evidence demonstrating progress in the implementation of activities that demonstrate adherence to the Treasury Board *Policy on Harassment Prevention and Resolution* and the *Directive on the Harassment Complaint Process* and sufficient explanation as to why the implementation of activities had not progressed as much as initially planned.

The Plan provides a progress update on activities that have been implemented to promote and increase awareness of the *Policy on Harassment Prevention and Resolution* and the *Directive on the Harassment Complaint Process*; activities undertaken to move beyond awareness and increase understanding; activities to comply with the requirements of the Treasury Board *Policy on Harassment Prevention and Resolution* and the *Directive on the Harassment Complaint Process*; and activities to maintain a respectful workplace and address matters that are preventing the establishment of a respectful workplace. Next steps are well identified.

There was sufficient evidence demonstrating progress in identifying and implementing monitoring and assessment activities.

Justice has identified monitoring and assessment mechanisms for all activities planned or implemented to foster a culture of values and ethics, on how leaders are promoting

and visibly endorsing the values and ethics program, and with respect to the organization's adherence to central policy requirements.

Results and Performance

2. Managing for Results

A robust performance framework demonstrates corporate alignment to outcomes in support of planning, reporting and decision making processes.

- **Quality of the Strategic Outcome(s) and Program Activity Architecture.**
- **Quality of the Performance Measurement Framework**
- **Quality of Performance Reporting**
- **Extent to which the Management, Resources and Results Structure (MRRS) information is used to support planning and decision making.**

>>Unrated

This area was not assessed this year for this organization.

2.1 Quality of the Strategic Outcome(s) and Program Activity Architecture

>>

2.2 Quality of the Performance Measurement Framework

>>

2.3 Quality of Performance Reporting

>>

2.4 Extent to which the MRRS information is used to support planning and decision making

>>



Governance and Strategic Directions

3. Governance and Planning

An integrated corporate system of decision-making enables effective allocation of resources to priorities, alignment of activities to outcomes and management of accountabilities.

- Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.
- Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.
- Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>Unrated

This area was not assessed this year for this organization.

3.1 Extent to which the organization's governance processes and structures clearly identify accountabilities, and enable leadership to provide comprehensive and integrated oversight of program activities and identification and implementation of priorities.

>>

3.2 Extent to which the organization's planning processes and outputs support corporate and organizational change priorities, align resources and integrate HR, IM/IT, risk and other key management initiatives.

>>

3.3 Extent to which the lead portfolio organization understands, integrates and carries out the Minister's portfolio responsibilities.

>>

Citizen-focused Service

4. Citizen-focused Service



Every day the Government of Canada delivers a broad range of services that affect the well being of individuals and organizations across Canada and abroad. Excellence in service delivery contributes to the achievement of public policy goals, delivers value for money, produces high levels of client satisfaction, and promotes confidence in the government. Services represent a considerable investment for the Government of Canada.

- Extent to which the organization has developed clear expected results, tracked performance, and set priorities and plans for service improvement.
- Extent to which the organization has provided services in both official languages and to persons with disabilities.
- Consideration of public and client views and needs.

>>Unrated

This area was not assessed this year for this organization.

4.1 Sound Service Management

>>

4.2 Client Service Orientation

>>

4.3 Consideration of Public and Client Views/Needs

>>

Stewardship

5. Internal Audit

LDA:

Fully developed governance structure is in place; and the internal audit regime is contributing to improvements in risk management, control and governance processes. There are demonstrated professional practices in place with sufficient and appropriate capacity to sustain performance.

SDA:

The deputy head considers the small organization's risks and control environment, and effects a determination of the need for further audit work. Management



action plans are developed and implemented in response to recommendations stemming from internal audits and OCG horizontal audit work.

- **There are appropriate professional practices and sufficient capacity in place to sustain effective delivery of internal audit services.**
 - **Demonstrated compliance with Standards assesses the quality of internal audit reports and the quality assurance improvement program in accordance with the Internal Auditing Standards for the Government of Canada**
 - **Internal Audit Capacity assesses the sufficiency of human and financial resources and their impact on the delivery of internal audit services**
- **The internal audit regime is contributing to improvements in risk management, control and governance processes.**
 - **Internal audit regime assesses the regime in the context of supporting the deputy head as the accounting officer.**
 - **Implementation of the Risk-Based Audit Plan assesses the performance of planned versus completed deputy-head approved engagements in 2013-14.**
 - **Improved departmental risk management, control & governance processes.**

>>Acceptable

The internal audit regime at the Department of Justice Canada is providing assurance and advice on identified departmental risk management, control and governance processes. Professional practices are maintained, with resources effectively managed to support internal audit service delivery.

Internal Audit is performing effectively and with proficiency and due professional care. The quality of internal audit reports is consistent with the Internal Auditing Standards for the Government of Canada. The Quality Assurance and Improvement Program is in place. The Department underwent a practice inspection in 2012-13 and received favourable results.

The Department of Justice Canada reported sufficient and appropriate capacity to enable the effective delivery of internal audit services in 2013-14.

The internal audit regime at the Department of Justice Canada is contributing to the identification of departmental risks and key controls that support good management and governance. The value-added impact of the internal audit activity is illustrated through the audit observations linked to emerging risks and challenges to the organization. The Departmental Audit Committee provides independent and objective advice to the Deputy Head. The value-added impact of the Committee's work is evident through the annual reporting on the results of its reviews.

Internal Audit is delivering on its commitment to complete internal audit engagements that are aligned to areas of highest risk and significance to the Department. As of March 4, 2014 the completion rate relative to the 2013-2014 Risk-Based Audit Plan is moderate. The vast majority of completed and planned work is assurance-based.



Internal Audit monitors management actions to address key internal audit findings in order to assess progress made in mitigating significant risks. A significant portion of internal audit recommendations scheduled to be completed by management in 2012-2013 are fully implemented. In addition, there is regular reporting to the Departmental Audit Committee on the status of management actions arising from external audit recommendations.

5.1 Sustainability

>>Acceptable

5.1.1 Demonstrated Compliance with Standards

>>Acceptable

Based on the assessment of three internal audit reports, the quality meets most expectations. The Quality Assurance and Improvement Program is in place. A practice inspection was conducted in 2012-13 indicating "generally conforms" to the Internal Auditing Standards for the Government of Canada

5.1.2 Internal Audit Capacity

>>Acceptable

Internal Audit is progressing in deploying sufficient capacity to enable performance. The internal audit function illustrates a commitment to professional development and ongoing learning.

5.2 Performance

>>Acceptable

5.2.1 Internal Audit Regime.

>>Acceptable

The Chief Audit Executive (CAE) is independent enabling the provision of objective assurance services. The impact of the internal audit activity is illustrated through the contribution of audit findings that relate to departmental risks and key controls. The CAE Annual Report demonstrates the contribution of the activities undertaken. The DAC demonstrates its support to the Deputy Head through the execution of its mandated responsibilities. The DAC Annual Report could be improved by providing an in-depth perspective on risk management, control and governance processes.

5.2.2 Implementation of the Risk-Based Audit Plan.



>>Acceptable

Internal Audit is delivering on its commitment to complete internal audit engagements that are aligned to areas of highest risk and significance to the Department. As of March 4, 2014 the completion rate relative to the 2013-2014 Risk-Based Audit Plan is moderate. The vast majority of completed and planned work is assurance-based.

5.2.3 Improved departmental risk management, control & governance processes.

>>Acceptable

Internal Audit engagement findings have led to concrete actions taken by senior management aimed at improving risk management, control and governance processes. A significant portion of internal audit recommendations scheduled to be completed by management in 2012-2013 are fully implemented. With respect to external audit recommendations, the status of management actions is reported to the Departmental Audit Committee.

Results and Performance

6. Evaluation

A comprehensive and reliable base of evaluation evidence on program relevance and performance is created and subsequently used to support policy and program improvement, expenditure management, Cabinet decision-making and public reporting.

- **A sound base of information is available to support policy and program improvement, expenditure management, Cabinet decision-making, and public reporting.**
- **Evaluation supports the information needs of Deputy Heads, Ministers, Program Managers, Central Agencies, Parliamentarians and Canadians**
- **Evaluation results are used to support policy and program improvement, expenditure management, Cabinet decision making, and public reporting**

>>Acceptable

Based on the evidence available, the organization has received the highest rating available in the 2013-14 assessment of AOM 6 - Evaluation of 'Acceptable'. It was rated as acceptable on all three Lines of Evidence and eight of nine sub-indicators. The department has an opportunity to improve in the area of reporting the impacts of evaluation, including savings or improvements.

6.1 Foundations for Quality Evaluations

>>Acceptable

In support of 6.1 a) Quality of Evaluation Reports, up to a maximum of three reports approved by the Deputy Head in 2013-14 were assessed. If more than three reports were available, reports were selected for assessment taking into consideration such factors as materiality and level of program risk. Based on this approach, of the four



evaluation reports available, the reports identified with an asterisk were assessed: Public Law Sector Evaluation*; Aboriginal Courtwork Program Evaluation*; Tax Law Services Portfolio Evaluation*; Legislative Services Branch Evaluation.

The methodology used for the evaluations to collect and analyze data on program results is satisfactory. Evaluation reports include methodological limitations and generally address whether credible and reliable performance data were available to effectively support the evaluation. Evaluations include findings that are linked to the five core issues of relevance and performance as per the Policy on Evaluation. Reports were found to use multiple lines of evidence to substantiate findings and corroborate findings with appropriate evidence. Reports also presented findings in a clear and concise manner to inform conclusions and recommendations of the evaluation. Each report is accompanied by a detailed management response and action plan that addresses evaluation recommendations with specific action items, timelines for action item implementation and identified responsibilities for action items.

The organization has in place a number of ongoing and systematic processes that have been noted, by the organization, to have led to continuous improvement in the quality of evaluations, evaluation coverage and use of evaluation. Continuous improvement processes in place include the following: review of products and services by a departmental evaluation committee; review of products and/or services by evaluation advisory committee and/or expert peer reviewers; evaluation user feedback; evaluation post-mortems or post-evaluation project lessons learned; and, a neutral assessment of the evaluation function. The organization was able to demonstrate that it had processes in place that contributed to continuous improvement. For example, evaluation post-mortem analysis has identified best practices for improved evaluation methodologies.

With respect to the level of available performance information to support evaluation, the organization has produced a Report on the State of Performance Measurement for 2012-13 and has indicated that it will have produced a report for 2013-14. By September 2013, all of the evaluations planned benefited by performance measurement strategies for which program managers had consulted with the Head of Evaluation. All evaluations conducted in 2013-14 had in place performance measurement strategies that were actively implemented. None of the evaluations produced up to September 2013 experienced considerable limitations due to insufficient performance data. The department reports that evaluation recommendations to improve the collection of performance measurement data are concerned with a narrow segment of the program being evaluated.

6.2 Evaluation Coverage

>>Acceptable

This Line of Evidence (LoE) examines the organization's ability to produce an appropriate level of evaluation coverage of both direct program spending and ongoing programs of grants and contributions, if applicable.

The five-year departmental evaluation plan projects coverage of all direct program spending (DPS) over the five-year planning period as per the *Policy on Evaluation*. The organization is able to demonstrate that all DPS, as expressed in the Main Estimates is being covered.

DPS coverage targets, as outlined in the approved departmental evaluation plan are, for the most part, being met. The difference between planned and actual coverage is approximately 17%, which is acceptable. Six reports had been scheduled for completion by the end of February, 2014, representing approximately 6% of budgeted DPS.



Four evaluations have actually been completed representing approximately 5% of DPS. Two reports are outstanding or delayed. The reason for delays include a lack of capacity in the program area to respond to evaluation demands.

All ongoing programs of grants or contributions have been evaluated as per the requirements of section 42.1 of the *Financial Administration Act*.

6.3 Use of Evaluation

>>Acceptable

This Line of Evidence (LoE) examines the organization's ability to make use of evaluation findings and recommendations in support of informed decision making, program improvement and public accountability.

The organization reports on the status of implementation of management action items at specified times throughout the year. The organization reports that management action items are, for the most part, not being implemented as planned and according to approved time frames.

The organization was able to provide clear and robust examples of how evaluation results are being used. Examples of use for expenditure management include new allocations and renewal of allocations. Examples of areas of use for policy/program improvement include areas such as: program effectiveness; program efficiency; and program design.

An ad hoc process is in place whereby the Head of Evaluation is consulted on TB submissions and memoranda to Cabinet. The organization does not, however, have in a place a process for reporting to the Deputy Head the impacts of evaluation.

There is evidence within the organization that evaluation findings and recommendations are shared and discussed at senior management levels. For example, findings of one evaluation were considered by senior management to review the role and structure of a national advisory committee. As well, evaluation findings and recommendations have been shared and discussed with a range of individuals and groups (as appropriate to the organization) both internal and external to the organization.

With respect to public reporting, an informal process is in place whereby the Head of Evaluation is consulted on the Departmental Performance Report and Report on Plans and Priorities.

Between April 1, 2014 and February 28, 2014, all evaluation reports approved by the Deputy Head were shared with TBS in a timely manner (i.e., within 14 days of Deputy Head Approval) and made available to Canadians in a timely manner (i.e., within 120 days).

Stewardship

7. Financial Management and Control

Effective Financial Management practices are in place as demonstrated by Planning, Operations and Reporting cycles.

- **An effective and sustainable financial management function**
 - Internal control management
 - Fiscal monitor and Public Accounts of Canada
 - Financial management capacity
- **Strategic government wide financial management transformational initiatives are being appropriately implemented**
 - Stewardship of Financial Management Systems: Common Enterprise Data Initiative
 - Departmental financial management system investments and associated costs

>>Acceptable

The department's overall result for AoM 7 is Acceptable.

While some gains were noted in the area of financial management transformation, the department is encouraged to review program and non-financial responsibilities of its CFO to ensure that they do not compromise his/her independence and financial management responsibility.

During the year, TBS was made aware of instances where some Department of Justice employees had entered timekeeping entries into iCase to account for their leave, and some leave transactions were not properly entered into PeopleSoft (employees were under the false impression that the two systems were synonymous). The department is in the process of finalizing the leave reconciliations between the two systems encompassing the periods of time from 2007-08 to 2012-13, and determining whether any amounts are owing to the Crown. The department has put in place a number of oversight mechanisms to prevent recurrence and continues to monitor the situation.

7.1 Foundations of Financial Management

>>Acceptable

7.1.1 Internal control management

>>Acceptable

During the year, TBS was made aware of instances where some Department of Justice employees had entered timekeeping entries into iCase to account for their leave, and some leave transactions were not properly entered into PeopleSoft (employees were under the false impression that the two systems were synonymous). The department is in the process of finalizing the leave reconciliations between the two systems encompassing the periods of time from 2007-08 to 2012-13, and determining



whether any amounts are owing to the Crown. The department has put in place a number of oversight mechanisms to prevent recurrence and continues to monitor the situation.

7.1.2 Fiscal monitor and Public Accounts of Canada

>>Acceptable

7.1.3 Financial management capacity

>>Acceptable

While its CFO job description sets clear responsibilities and expectations, Justice is encouraged to review the requirements of Section 5.1.11 of the Policy on Financial Management Governance in relation to program and non-financial responsibilities to ensure such responsibilities do not compromise the integrity, independence and financial management responsibilities of the CFO.

7.2 Financial Management Transformation

>>Acceptable

7.2.1 Stewardship of Financial Management Systems: Common Enterprise Data Initiative

>>Acceptable

7.2.2 Departmental financial management system investments and associated costs

>>Acceptable

8. Management of Security

Management of security contributes to the effectiveness of government by protecting employees, information, and assets and ensuring the continuity of



government operations and services.

- Governance is in place to set strategic direction, support decision making regarding security priorities, plans and resources, and provide on-going oversight for the departmental security program, and a Departmental Security Plan is in place to provide an integrated view of departmental security risks and requirements, and establish priorities for security improvements.
- A security organization with adequate resources, people and processes is in place to support implementation of the Departmental Security Plan and effective management of security in the department.
- Processes are in place for on-going monitoring, performance measurement and reporting to senior management on security risks, policy compliance and effectiveness of security control framework.
- An assessment of the current state of security practices and of the progress at implementing priorities established in the Departmental Security Plan and addressing deficiencies identified in MAF and through other means.
- The organization provides leadership, demonstrates innovation and contributes to the government-wide security program.

>>Unrated

This area was not assessed this year for this organization.

8.1 Governance and Planning

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8.2 Capacity and Processes

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8.3 Monitoring, Performance Measurement & Reporting

>>

8.4 Results

>>

8.5 Leadership (for Strong rating only)



>>

Risk Management

9. Integrated Risk Management

Risk management is integrated across management practices and proactively and consistently informs organizational decision-making.

- Clear accountabilities are assigned and monitored by the organization to effectively address corporate risks and risk responses
- Risk management is integrated with strategic and operational planning to generate timely and reliable risk information and management of risks and risk responses that are reviewed and prioritized by senior management, effectively documented in a Corporate Risk Profile and transparently communicated through public reporting documents
- Risk Management Results and Improvements

>>Acceptable

The assessment criteria for Area of Management (AoM) 9 remains streamlined for the 2013-14 MAF cycle to allow for a more targeted evaluation of specific elements of integrated risk management practice and, as a result, focuses primarily on the Corporate Risk Profile (CRP) as the key integrative document that brings together risk management processes and risk intelligence across an organization.

In preparation for the new 2014-15 Area of Management of Integrated Risk, Planning and Performance, TBS is highlighting certain practices in the 2013-14 assessments that will figure in this new Area of Management. These highlights are contained in the government-wide observations for each Line of Evidence (LoE), and in the streamlined assessments specific to each organization.

In 2013-14, Justice Canada demonstrates integrated risk management practices that are acceptable overall in AoM 9. Government-wide, 100% of organizations demonstrate acceptable practices overall in AoM 9.

9.1 Accountability

>>Acceptable

In MAF 2013-14, Justice Canada demonstrates practices that are acceptable in LoE 9.1. Government-wide, approximately 97% of organizations demonstrate acceptable practices in LoE 9.1.

While all organizations have assigned accountabilities for managing key risks and risk responses, 15% of organizations did not provide sufficient evidence to clearly demonstrate that their governance structures engage on the reporting of progress on risk responses.



Specific to Justice Canada:

- Accountability for managing key risks and risk responses are clearly articulated and assigned in the 2012-15 CRP to managers or responsible positions.
- The organization monitors and reports on key risks and risk responses throughout the year.

9.2 Integration

>>Acceptable

In MAF 2013-14, Justice Canada demonstrates practices that are acceptable in LoE 9.2. Government-wide, 100% of organizations demonstrate acceptable practices in LoE 9.2.

While 97% of organizations stated that risk information is used to inform strategic and operational planning and reporting, approximately 18% of organizations did not provide sufficient evidence to clearly demonstrate an alignment between the CRP with the Program Alignment Architecture (PAA).

Additionally, while 94% of organizations' CRPs, or similar tools, generally link key risks and risk responses to mandate and business objectives, approximately 18% of organizations did not provide sufficient evidence to clearly demonstrate that they engage with relevant stakeholders and partners to identify and manage shared internal, external and horizontal risks.

Overall, approximately 18% of organizations did not provide sufficient evidence to clearly demonstrate a mid-year review or other performance reporting activities that integrate the monitoring of risk responses.

Specific to Justice Canada:

- Current and reliable information on risks is collected annually across the organization.
- Senior management reviewed, re-assessed and prioritized key corporate risks.
- The methodology demonstrates how other operational and functional sources across the program architecture contribute to, and inform, the identification of organizational risks.
- Justice Canada's 2012-15 CRP clearly and reliably documents and presents key risks and risk responses that are linked to the organization's mandate and business objectives.
- Risk information in the 2012-15 CRP reflects a balance between the organization's internal corporate management risks and strategic or mandate-related risks in the Program Alignment Architecture.
- Risks and risk responses identified in the 2012-15 CRP are integrated in the organization's key strategic and operational planning, decision-making and reporting processes.



9.3 Risk Management Results and Improvements

>>Acceptable

In MAF 2013-14, Justice Canada demonstrates practices that are acceptable in LoE 9.3. Government-wide, approximately 94% of the organizations have provided evidence that demonstrates acceptable practices in LoE 9.3.

While approximately 97% of organizations made adjustments to their CRP or similar tool assessed in the previous MAF assessment period, approximately 15% of organizations did not provide sufficient evidence to clearly demonstrate adjustments to key risks and risk responses having been made to reflect the results or impacts of response actions or changes in environment.

Specific to Justice Canada:

- Appropriate and timely adjustments were made to the 2012-15 CRP assessed in the previous MAF assessment period based on risk response effectiveness, internal and external risk information, and changes to circumstances.
- The organization demonstrates continuous improvement in risk management through the introduction, adjustment or tailoring of a tool or practice.

People

10. People Management

The department has engaged employees, an organizational culture of excellence, demonstrated leadership and a strong workplace and workforce to assure its success and a confident future for the Public Service of Canada.

- Employee Engagement
- Executive Leadership
- Diversity and Employment Equity
- Employee Learning
- Performance and Talent Management
- Workload and Workforce Planning Effectiveness
- Staffing
- Official Languages
- Organizational Context

>>Acceptable



10.1 Employee Engagement (P1)

>>Not Applicable

10.2 Executive Leadership (P2)

>>Acceptable

10.3 Diversity and Employment Equity (P3)

>>Acceptable

10.4 Employee Learning (P4)

>>Acceptable

10.5 Performance and Talent Management (P5)

>>Acceptable

10.6 Workload and Workforce Planning Effectiveness (P6)

>>Opportunity for Improvement

10.7 Staffing (P7)

>>Unrated

10.8 Official Languages (P8)



>>Acceptable

10.9 Organizational Context (P9)

>>Acceptable

Stewardship

11. Procurement

A balanced approach to effective, efficient and economical procurement contributes to valuable program delivery and achieving government-wide objectives.

- Governance, Leadership and Planning
- Capacity, Implementation and Outcomes

>>Unrated

This area was not assessed this year for this organization.

11.1 Governance, Leadership and Planning

>>

11.2 Capacity, Implementation and Outcomes

>>

12. Information Management

Information Management (IM) supports the organization's business strategy and government-wide objectives. The statutory and regulatory requirements of the Access to Information and Privacy Acts have been met.

- The Information Management governance structure effectively supports the organization's business lines and participation in setting government-

wide strategic directions for Information Management.

- The organization's IM strategy supports the effective management of information and records to meet program and service outcomes, operational needs and accountabilities
- The organization effectively integrates IM practices into its business activities.
- The institution is effectively administering obligations under the *Access to Information Act*.
- The institution is effectively administering obligations under the *Privacy Act*.
- ATIP governance structure effectively supports the organization's administration of ATIP and capacity is fostered in the ATIP Office and in the organization as a whole.

>>Unrated

This area was not assessed this year for this organization.

12.1 Information Management Governance

>>

12.2 Strategic Planning and Implementation

>>

12.3 Information Management Practice

>>

12.4 Access to Information

>>

12.5 Privacy

>>



12.6 ATIP Governance and Capacity

>>

13. Information Technology Management

Information Technology (IT) supports the organization's business strategy and government-wide objectives.

- Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives. Participates in setting government-wide strategic directions for information technology, and contributes to desired government-wide outcomes of reducing the government footprint, consolidation or simplification through innovative/alternative service delivery solutions.
- Alignment of information technology plans with the overall departmental business and government-wide strategic directions for information technology and demonstrated planning and use of common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate. Ensuring that information technology governance structures are integrated with the corporate governance structures to enable departmental IT investment planning, decision-making, oversight and IT risk management.
- Demonstrated IT value to the departmental business outcomes through the use of performance measurement tools and metrics to guide information technology towards improved efficiency, effectiveness and innovation.

>>Unrated

This area was not assessed this year for this organization.

13.1 Leadership

>>

13.2 Planning

>>

13.3 Value

>>



14. Asset Management

Effective Lifecycle Asset Management supports the organization's business strategy and delivery of its programs and services.

- A real property management framework is supportive of timely, informed real property management decisions.
- A materiel management framework is supportive of timely, informed materiel management decisions.

>>Unrated

This area was not assessed this year for this organization.

14.1 Real Property Management Framework

>>

14.2 Materiel Management Framework

>>

15. Investment Planning and Management of Projects

An investment planning process that ensures valuable program delivery and supports a balanced approach to the effective, efficient and economical management of projects, which contribute to the achievement of government-wide objectives.

- Investment planning
- Effective management of project resources
- Effective management of project results

>>Unrated

This area was not assessed this year for this organization.

15.1 Investment Planning

>>

15.2 Management of Project Resources



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

>>

15.3 Management of Project Results

>>



Treasury Board of Canada
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Better government: with partners, for Canadians

Department of Justice Canada

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MAF 2014-15 Departmental Report

Department of Justice Canada

Foreword

On behalf of the Treasury Board of Canada Secretariat (TBS), I am pleased to communicate the results of the 2014-15 Management Accountability Framework (MAF) assessment, launched in June 2014.

Following consultations with deputy heads through the Public Service Management Advisory Committee, the MAF was redesigned for 2014-15, to reduce the reporting burden for departments and agencies while enabling the TBS to gather meaningful baseline information, identify notable management practices, provide comparative analysis across organizations assessed and improve the usefulness of the outputs of the MAF for participating departments and agencies.

In the Departmental Report, TBS is providing you with information and analysis of your department or agency's results with regard to the management areas on which your organization was assessed for the MAF 2014-15 cycle. It is important to note that, for this cycle, TBS is reporting back on specific performance indicators that it is believed will inform you of the state of management within your organization, and not on the entirety of the MAF questions. I encourage you and your management team to review this material closely to ensure its value to you as a support to effective decision making. It is the opinion of the Treasury Board of Canada Secretariat that if the management practices that are highlighted for inclusion in this report are sound, they will support sound stewardship and help you fulfill your role as Accounting Officer.

The report is divided into three sections: an Overview (Part 1); Performance by Area of Management (Part 2); and, Comparative Tables (Part 3). The Overview provides a snapshot of the key MAF 2014-15 results for your organization, for the management areas on which it was assessed, while the Performance by Area of Management section has more detailed observations on the results and provides additional comparative data. As you review the charts in Part 2 of the report, note that the result for your department or agency, for each question, is coloured in red. The Comparative Tables in Part 3 provide you with an opportunity to look at your responses on a comparative basis with other departments and agencies. Responses to the full MAF methodology questions are available on the MAF Portal.

Based on the experiences of both TBS and our valued partners during the current cycle, the MAF will continue to be streamlined over the coming months, to maximize the utility of the information for departments and agencies while keeping the associated reporting burden to a minimum. These efforts will further enhance management excellence in the public service and, ultimately, improve the quality of services for Canadians. I encourage you and your senior officials to provide feedback to TBS, so that we can be sure to reflect your considerations in any refinements moving forward.

Sincerely,

Yaprak Baltacıoğlu
Secretary of the Treasury Board

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 1 – Overview

Organizational Context

The Department of Justice Canada (JUS) works to ensure that Canada's justice system is as fair, accessible and efficient as possible. It has broad responsibilities for overseeing all matters relating to the administration of justice that fall within the federal domain, and provides a range of legal advisory, litigation and legislative services to government departments and agencies. The Department is also responsible for supporting the Minister in advising Cabinet on all legal matters.

During the MAF 2014-15 assessment period, the Department worked to enhance the safety and security of Canadians by supporting security and anti-terrorism policies, as well as criminal law reform initiatives. It continued to advance victims' services and awareness of victims' issues, including the development of criminal law reforms to promote access and participation in the criminal justice system.

As part of the Government's commitment to better and more effectively manage resources on an ongoing basis, a horizontal review of legal services was undertaken in 2013-14 to ensure the fiscal sustainability of those services in the long term, in part by managing demand. In the reporting period, JUS continued to address growth in the cost of legal services with measures to increase productivity and reduce the cost of administration. Specific measures to simplify the funding and cost recovery model for legal services were adopted and will be further explored in the year ahead.

For the MAF 2014-15 cycle, JUS was assessed on the four core areas of management (AoMs): Financial Management; Information Management and Information Technology (IM/IT) Management; Management of Integrated Risk, Planning and Performance; and, People Management. JUS was not assessed on any department-specific AoMs.

Highlights of JUS 's MAF 2014-15 results include:

- **Financial Management:**

A department's state of progress in assessing internal controls is a key indicator of the maturity of its system of internal controls. For MAF 2014-15, it was found that JUS has completed the initial design and operating effectiveness testing of key control areas and has put in place a program to continuously monitor the effectiveness of its internal controls over financial reporting.

Late payment of invoices is a government-wide issue impacting suppliers and, in particular, small businesses. For the period under review, more than 10% of JUS's payments to suppliers were not paid on time, resulting in interest charges of \$49,600 for the fiscal year 2013-14. JUS is invited to increase its efforts to ensure that supplier payments are paid on time, helping reduce the interest being paid across the government by departments.

The *Policy on Transfer Payments* requires departments to establish reasonable and practical service standards for transfer payment programs. JUS has developed service standards and has made them available to the public by posting them on its website. JUS also measures its performance annually, and results are reviewed and updated annually by senior management.

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Part 1 – Overview

- **Information Management and Information Technology (IM/IT) Management:**

While recordkeeping is a cornerstone of information management, overall recordkeeping maturity remains low across the Government of Canada. Departments have had six years to implement the *Directive on Recordkeeping*. JUS is not yet compliant with the requirements of this policy instrument. The Department's self-assessed compliance level, based on its reported Recordkeeping Self-Assessment Tool results, is currently at 14%. TBS encourages JUS to increase its level of effort in recordkeeping and determine the earliest timeline for compliance. Non-compliance may increase departmental risks related to legal, financial, security and privacy requirements.

JUS was assessed for IT stewardship maturity and its alignment to Enterprise IT priorities. JUS has demonstrated the expected level of maturity in the practices of IT Stewardship.

JUS has demonstrated the expected level of progress towards achieving Enterprise IT program milestones.

- **Management of Integrated Risk, Planning and Performance:**

JUS has demonstrated risk management and planning practices, including the review of progress on planned activities by senior management on a quarterly basis.

The overall quality of JUS's Program Alignment Architecture (PAA) and Performance Measurement Framework of record for fiscal year 2015-16 is at an acceptable level to support managing for results. JUS is encouraged to continue its efforts to ensure it has quality performance data in place to support trend analysis for programs at all levels of the PAA.

- **People Management:**

JUS's results on the Public Service Employee Survey MAF measures generally decreased from 2011 and are comparable or slightly lower than the average for large departments and agencies. JUS has a good representation for all four designated groups and has a high participation rate in the performance management process. In addition to the measures highlighted in this report, key positions at JUS do not remain vacant for very long.

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Department of Justice Canada

Part 2 – Performance by Area of Management Financial Management

The objective of the area of management (AoM) is to improve oversight and management practices in federal departments and agencies as well as to support the Government of Canada's (GC) strategic direction for financial management. This AoM measures departmental financial management performance in key areas as well as the implementation of government wide financial management transformational initiatives. Given the maturity of the financial management policy suite, this management area also serves to assess compliance with Treasury Board policy instruments on a targeted basis.

The Financial Management assessment areas for MAF 2014-15 include: External Financial Reporting; Internal Control Management; Transfer Payments; Resource Management; Stewardship of Financial Management Systems; and, Financial Community Capacity.

INTERNAL CONTROL MANAGEMENT

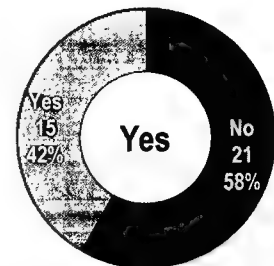
The *Policy on Internal Control (PIC)* is a foundational element of effective financial management and has been assessed under the MAF since it came into effect in 2009. The state of progress in completing the initial assessment of a department's internal controls is a key indicator of the maturity of the system of internal controls to both the deputy heads and the GC. Once departments have completed the initial design and operating effectiveness testing in key control areas, a program was implemented to continuously monitor the effectiveness of internal controls.

For MAF 2014-15, it was found that JUS has completed the initial design and operating effectiveness testing of key control areas and has put in place a program to continuously monitor the effectiveness of its internal controls over financial reporting (Q20). The department is encouraged to continue its good work and to continue to participate in the PIC Working Group and to share best practices in reaching ongoing monitoring.

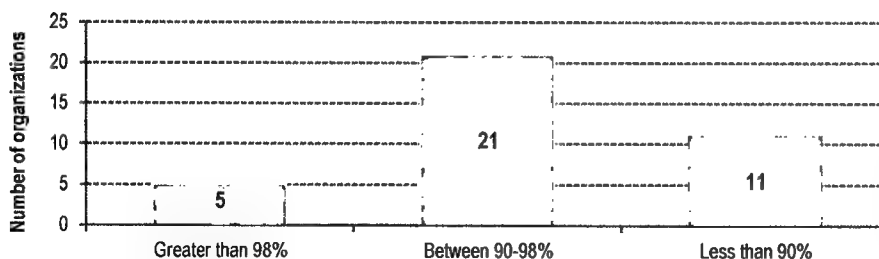
Late payment of invoices is a government-wide issue impacting suppliers and, in particular, small businesses. This issue is one of compliance with the *Directive on Payment Requisitioning and Cheque Control*. In Budget 2014, the Government committed to work to eliminate wasteful spending on late fees and interest charges for delinquent payments to suppliers. Organizations' budgets are therefore reduced by the amount of late fees and interest charges incurred.

For MAF 2014-15, departments were asked whether payments were monitored to ensure that suppliers were paid on time, the extent to which payments were made on time, and whether interest was paid on late payments. Although JUS pays interest on late payments (Q31), less than 90% of its payments are made on time (Q30), resulting in \$49,600 of interest paid during fiscal year 2013-14.

Q20: Has the organization implemented a risk-based ongoing monitoring program for all three control areas to support the effectiveness of its internal controls over financial reporting (ICFR)?

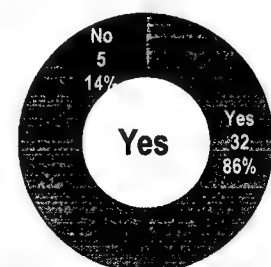


Q30: What percentage of supplier payments are paid on time, based on the total number of payments?



JUS's Response: Less than 90%

Q31: Does the organization automatically pay interest to suppliers if payments are not made within the standard 30 day payment term?



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Part 2 – Performance by Area of Management Financial Management

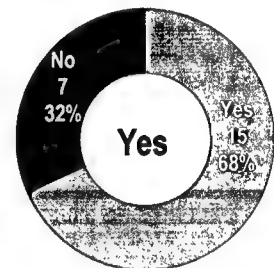
TRANSFER PAYMENTS

The *Policy on Transfer Payments* requires departments to establish reasonable and practical service standards for transfer payment programs. Section 7.7 of the *Policy on Service* requires that service standards and real-time service delivery performance information for priority services are available to clients on Canada.ca for external services. A recent TBS assessment of the alignment between policy and practice confirmed that the implementation of service standards continued to be limited, six years after the introduction of the policy requirement.

For MAF 2014-15, departments and agencies were asked if service standards were in place, and whether service standard performance results are made public.

JUS has developed service standards and has made them available to the public by posting them on its website. JUS measures its performance annually (Q35), and results are reviewed and updated annually by senior management.

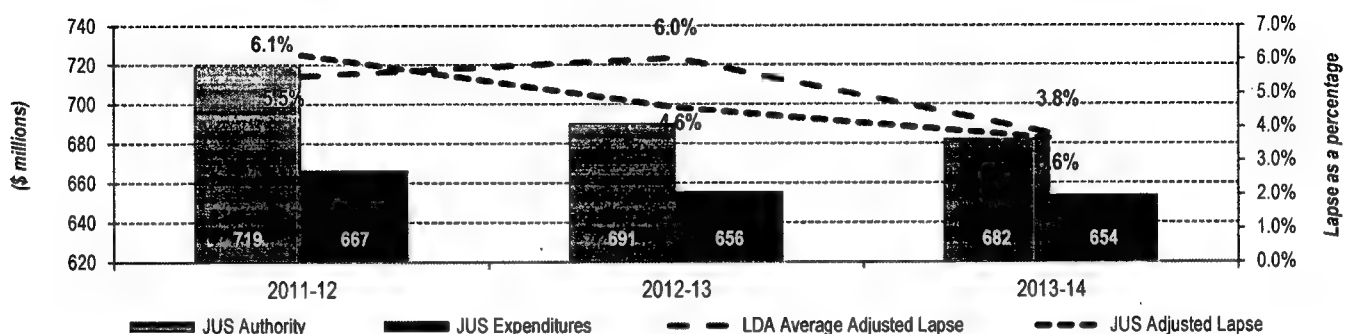
Q35: Does the organization measure performance against the service standards on an annual basis?



RESOURCE MANAGEMENT

The percentage of funds lapsed at year-end provides an indication of a department's ability to effectively manage its authorities and forecast throughout the year. To ensure a meaningful measure of resource management, this indicator focuses on those items that fall within general financial management practices; it excludes items that are subject to distinct practices. Specifically, for the purpose of the MAF process, the adjusted lapse percentage is calculated as: total department public accounts lapse for voted authorities, less unused special purpose allotments, less frozen allotments, divided by total department voted authorities.

Q18: The percentage of lapse at year-end related to funding approved in-year for MAF organizations

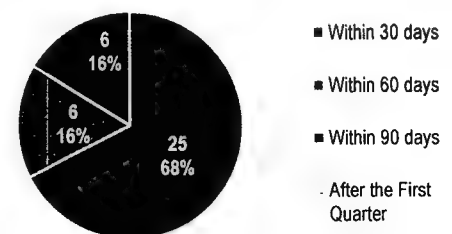


For JUS, the adjusted lapse as a percentage of total voted authorities has decreased from 2011-12 to 2013-14, which is consistent with the government-wide trend (Q18). For 2013-14, JUS's adjusted lapse percentage of 3.6% is lower than the government-wide percentage of 3.7% and that of the large departments and agencies (LDAs) that participated in the MAF assessment process (3.8%).

JUS provided managers with access to their approved budget within 90 days following the start of the 2014-15 fiscal year (Q19).

Q19: Relative to the start of the 2014-15 fiscal year when did the department or agency managers at the lowest levels get access to their approved budget?

JUS's Response: Within 90 days



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Part 2 – Performance by Area of Management Information Management & Information Technology (IM/IT) Management

The objective of this area of management (AoM) is to assess the overall state of compliance with federal information and technology policy requirements and establish performance baselines.

Information and services, enabled by technology and protected by security, underpin all Government of Canada (GC) operations and programs. Fewer, more robust information and technology systems result in more efficient, secure government operations and services that provide better value to Canadians. As announced in Budget 2013, the GC is committed to standardizing, consolidating and transforming the way the Government does business to improve services and achieve efficiencies. As part of this direction, the GC is undertaking an IT modernization program which is standardizing, consolidating and re-engineering IT infrastructure and back office applications across the GC in response to the need to improve service levels, reduce costs and ensure cyber security across the 43 Shared Services Canada partner departments.

Information must be managed as a strategic asset across the GC. Implementation of the *Policy on Information Management* and its supporting policy suite facilitates sound information management (IM) in departments and enables deputy heads to understand and mitigate risks related to IM. Strong IM practices are imperative to support efficient and effective decision making, program and service delivery, business continuity, security, open government, access to information, privacy protection, audit, and accountability to Canadians.

IM/IT STEWARDSHIP

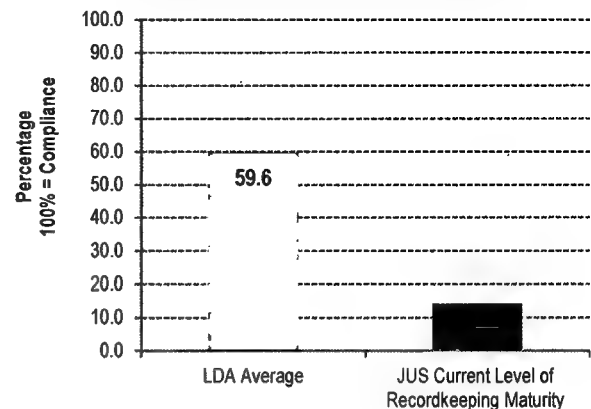
Recordkeeping is a cornerstone of information management in the GC. The Recordkeeping Assessment Tool (RKAT) is a departmental self-assessment tool which provides an overview of the level of compliance to the *Directive on Recordkeeping* in advance of the March 31, 2015, compliance deadline.

JUS's RKAT score of 14% is 86 points below the compliance threshold of 100% (Q8). While this score demonstrates that the Department has undertaken some activity to support recordkeeping, JUS remains non-compliant to the *Directive on Recordkeeping*.

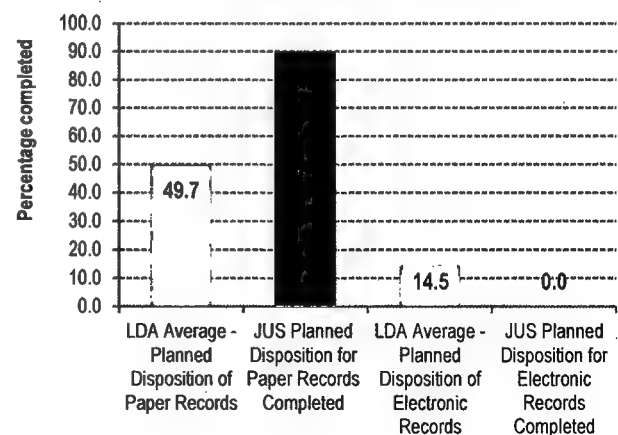
One of the key requirements of the *Directive on Recordkeeping* is a disposition plan. As disposition activities are at the end of the information management lifecycle, the percentage of completed planned disposition activities demonstrates a department's maturity in the management of information resources in corporate record centres and electronic environments.

JUS' percentage of completed planned paper activities could not be validated by TBS from the evidence provided through MAF. The percentage reported of 90% is significantly above the GC average of 49.7%. The Department's percentage of completed electronic disposition activities at 0% is below the GC average of 14.5% (Q9 and 10). TBS encourages the Department to re-evaluate its disposition planning process, procedures, and activities to ensure that information resources of business value in all formats are appropriately managed and disposed of at the end of their lifecycle.

Q8: What is the organization's current level of recordkeeping maturity as identified through the Recordkeeping Assessment Tool (RKAT)?



Q9,Q10: What percentage of planned disposition for paper records & electronic records was completed in the past fiscal year?

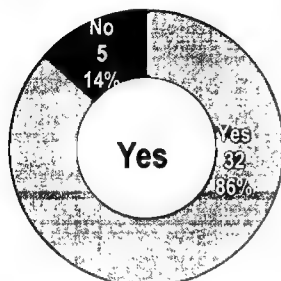


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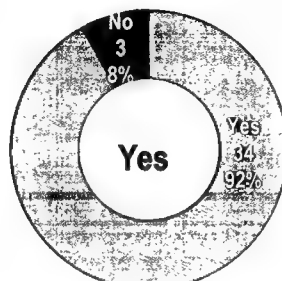
Department of Justice Canada

Part 2 – Performance by Area of Management Information Management & Information Technology (IM/IT) Management

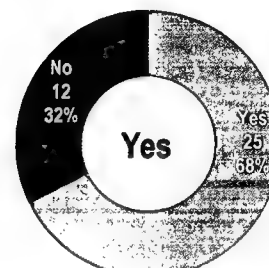
Q2: Is the organization's Information Technology (IT) Plan approved by a senior executive committee?



Q3: Does the organization have a TBS-reviewed Information Technology (IT) Expenditures for the previous fiscal year?



Q6: For the current fiscal year, does the organization have a sustainability plan for mission critical applications?



Under the *Policy for the Management of Information Technology*, TBS requires that departments report on their IT plans and IT expenditures. These reports provide the basis for integrated planning between departments and central service providers including Shared Services Canada and Public Works and Government Services Canada. The MAF indicators provide a measure of the department's maturity in IT stewardship and ability to operate successfully in an integrated environment utilizing common GC IT infrastructure and back-office systems.

JUS has demonstrated the expected level of maturity in the practices of IT Stewardship (Q2, 3 and 6).

ENTERPRISE PRIORITIES ALIGNMENT

Stages	Implementation of Email Transformation Initiative		Migration to the one Government of Canada website		Implementation of Windows 7	
	Total Number of Organizations in each Stage	JUS	Total Number of Organizations in each Stage	JUS	Total Number of Organizations in each Stage	JUS
Project Approach	1		9		0	
Business Case Planning	2		8		1	
Detailed Plan	22		11		0	
Construction/Deployment	10		9		6	
Post-implementation	0		0		31	

In support of the GC IT Transformation agenda, ten GC IT Modernization projects have been identified by TBS for all departments. Departments were asked to identify progress towards implementation. The expected stage for each department varies depending upon its implementation plan. TBS MAF results assess the department's alignment towards achieving Enterprise IT program milestones in line with expectations.

JUS has demonstrated the expected level of progress towards achieving Enterprise IT program milestones.

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Department of Justice Canada

Part 2 – Performance by Area of Management Management of Integrated Risk, Planning and Performance

The objective of this area of management (AoM) is to look at how well planning, risk and performance information are integrated in departments and agencies. To provide a system-wide view of the practices across departments and agencies, a number of the questions focus on performance measurement requirements from the *Policy on Management, Resources and Results Structures (MRRS)*. Other questions focus on practices that are hallmarks of sound management (for which there are no policy requirements), such as integrated business planning or corporate risk identification.

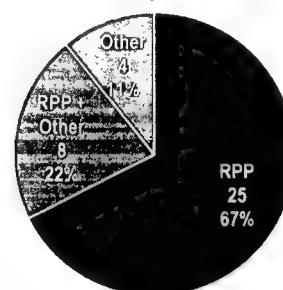
STRATEGIC PRIORITY SETTING and RISK IDENTIFICATION

Organizations were asked about strategic plans, defined as the process of setting the future direction and priorities of an organization over the next three to five years. Most organizations identified the Report on Plans and Priorities (RPP) as their strategic plan. A number of organizations (22%) used both the RPP and another document as strategic plans, while others (11%) rely solely on a single other document to define longer term priorities and vision.

JUS identified the RPP as its strategic plan (Q1) and uses the RPP as its integrated business plan (IBP) (Q6).

Q1: Which of the following products serves as the organization's strategic plan?

JUS's Response: RPP



*Other products include: Integrated Business Plan; Strategic Plan; & Other

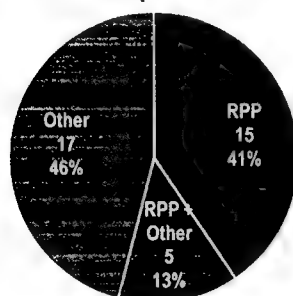
INTEGRATION and ALIGNMENT OF RISK, PLANNING and PERFORMANCE

Integrated business planning is a key tool for ensuring that organizations have the right people and resources to achieve their business goals.

JUS's IBP was approved at the beginning of the fiscal year (Q13). Managers were provided access to their approved budget within 90 days from the start of the 2014-15 fiscal year (Q19 Financial Management).

Q6: Which of the following products serves as the organizational-wide business plan?

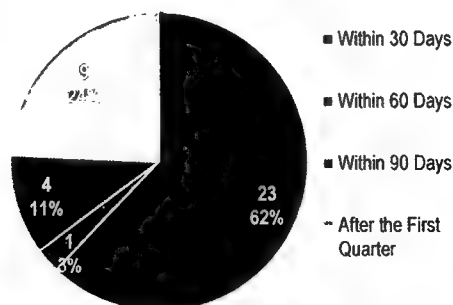
JUS's Response: RPP



*Other products include: Integrated Business Plan; & Other

Q13: Relative to the start of the fiscal year, the organization's business plan was approved?

JUS's Response: Within 30 days



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Part 2 – Performance by Area of Management Management of Integrated Risk, Planning and Performance

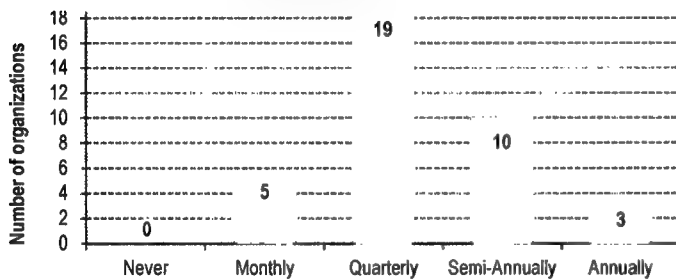
MONITORING and REPORTING on PERFORMANCE

Organizations were asked how often planned activities were tracked and brought to the senior management committee in order to gauge the extent to which departments track progress on their planned activities and how closely senior management is involved.

JUS's progress on planned activities is monitored by senior management on a quarterly basis (Q17), which is consistent with 54% of assessed organizations (27% do so on a semi-annual basis).

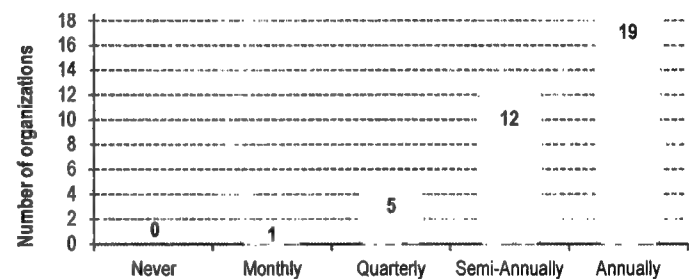
Risk management is essential for good management and decision-making at all levels of an organization. JUS continues to demonstrate that it documents key risks and risk responses in a corporate risk profile and risks are re-assessed/re-prioritized on an annual basis (Q20).

Q17: How often is progress on planned initiatives and/or activities brought to the senior management committee?



JUS's Response: Quarterly

Q20: How often does senior management review or re-assess/prioritize key risks?



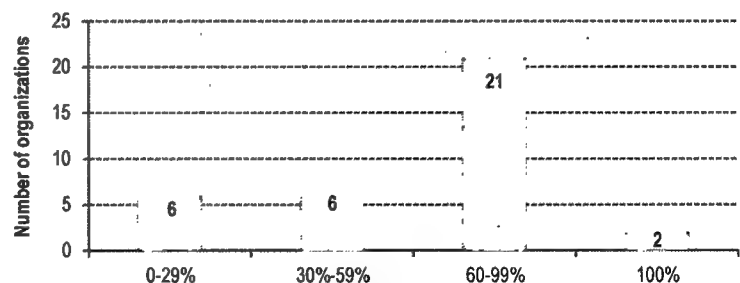
JUS's Response: Annually

PAA and PMF COMPLIANCE and STABILITY

Organizations need access to quality financial and non-financial performance information to support decision making to efficiently and effectively deliver on results. Real benefit of performance information comes from analyzing trends overtime. The first critical step is ensuring that performance indicators can be consistently measured in support of a program's results. This requires stability of an organization's PAA and PMF.

A PMF, with stable and consistent performance indicators is important to facilitate the collection of historical (year over year) trend information which allows for more in depth insights into program performance and facilitates management decision making. Without this stability, organizations will not be positioned to collect the trend information regarding their programs to support decision making and delivering for results.

Q23: For what percentage of programs does the organization have performance data (actual results against the PMF) to support trend analysis over consecutive years, beginning in the 2012-13 fiscal year?



JUS's Response: 0-29% of programs

JUS was able to provide performance data in support of trend analysis (for 2 consecutive years, beginning in the 2012-13 fiscal year) for 0-29% of its programs at the Program level of its PAA (Q23). JUS is encouraged to continue to strengthen its PMF to ensure that performance data is consistently available at all program levels in order to be able to tell a clear performance story, to facilitate trend analysis, and to support managing for results.

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Part 2 – Performance by Area of Management People Management

The objective of this area of management (AoM) is to ensure effective people management which is essential to the efficiency of the Public Service of Canada and the quality of the services offered by the federal government for Canadians. The area of People Management integrates official languages and values and ethics along with key sub-areas, such as employment equity and performance management, thus reflecting the Government of Canada's priorities with respect to people management.

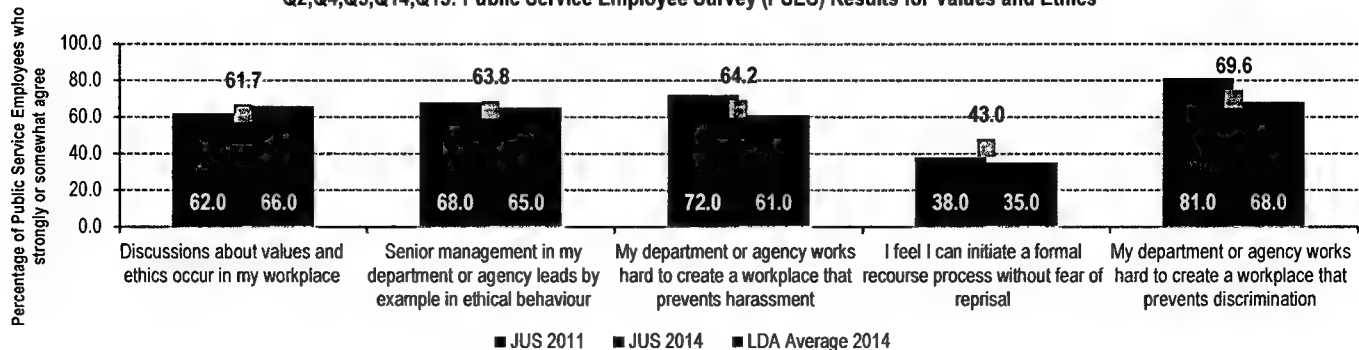
The People Management area of the MAF covers 46 measures, 10 of which are "yes/no" or multiple choice questions requiring a response from departments, 16 which draw data from TBS central systems, and 20 from the 2014 Public Service Employee Survey (PSES).

WORKFORCE and WORK CULTURE

Values and Ethics

The PSES measures on values and ethics provide the employees' perspectives on the department's efforts in implementing an organizational culture that both reflects and supports public sector values.

Q2,Q4,Q5,Q14,Q15: Public Service Employee Survey (PSES) Results for Values and Ethics



In general, the results for values and ethics decreased for almost all measures from the last survey and are below the average for large departments and agencies (LDAs) for the questions related to harassment and discrimination and being able to initiate a recourse process without fear of reprisal (Q2, 4, 5, 14 and 15). PSES results show that the percentage of employees who agree that their department works hard to create a workplace that prevents harassment and discrimination has decreased significantly from 2011. In addition, the percentage of employees who feel that they can initiate a formal recourse process without fear of reprisal is one of the lowest in the Public Service at 35% (compared to the average for LDAs of 43%).

Official Languages

The PSES measures on official languages provide an indicator of the extent to which the department has implemented an environment in which employees are free to work in the official language of their choice, as outlined in the *Policy on Official Languages*.

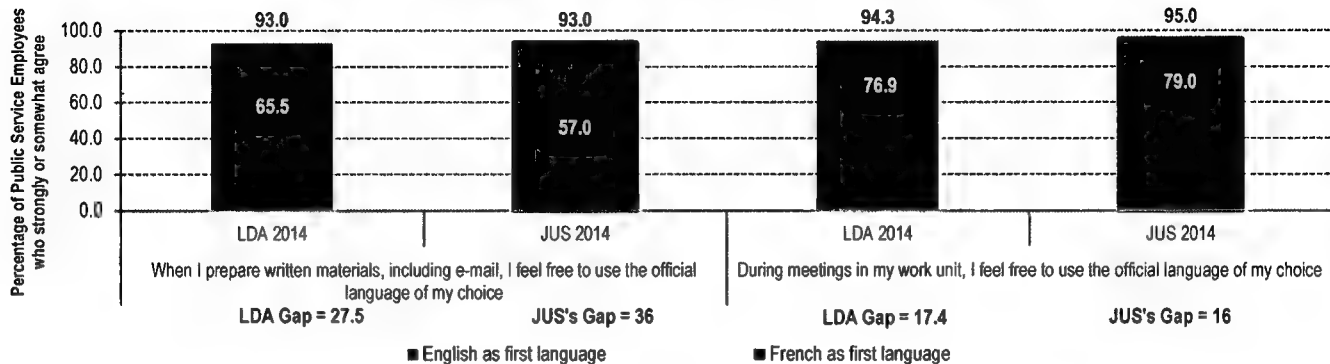
At JUS, almost all employees feel free to use the official language of their choice when communicating at work. The gaps between the perception of employees with English as a first official language and French as a first official language who feel free to use the official language of their choice when preparing written documentation (93% vs. 57%) and during meetings (95% vs. 79%) are greater than the averages for LDAs (Q10 and 11).

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Department of Justice Canada

Part 2 – Performance by Area of Management People Management

Q10,Q11: Public Service Employee Survey (PSES) Results for Official Languages

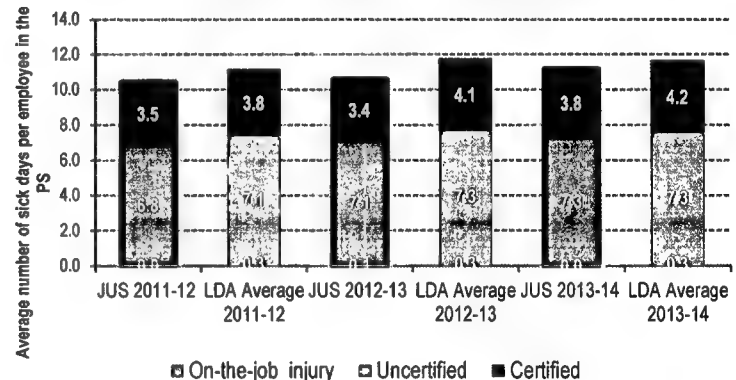


Sick Leave

The number of paid sick days per Full Time Equivalent taken is a key metric for people management.

The average number of sick day usage per FTE at 11.1 days is comparable to the average for LDAs of 11.7 days (Q13).

Q13: What is the average number of paid (certified, uncertified, and on the job injury) sick days per Full Time Equivalent?

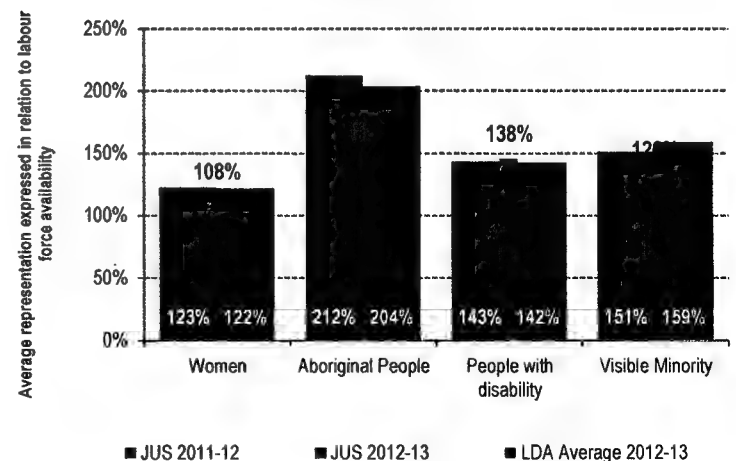


Employment Equity

The *Employment Equity Act* requires departments to have equitable hiring practices and offer equal opportunities to all employees.

JUS's Canada's representation of all four employment equity designated groups is well above labour market availability (Q22). In addition, persons with disabilities and visible minorities are promoted at rates equal to 65% and 57% of the promotion rate for the rest of the department's employees. Aboriginal people are leaving the department at a rate which is close to three times as high as the departure rate for the rest of the department's employees while persons with disabilities are leaving the department at a rate which is 67% higher than the departure rate for the rest of the department's employees.

Q22: What is the employment equity representation in your organization?



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Part 2 – Performance by Area of Management People Management

LEADERSHIP and EMPLOYEE ENGAGEMENT

Leadership

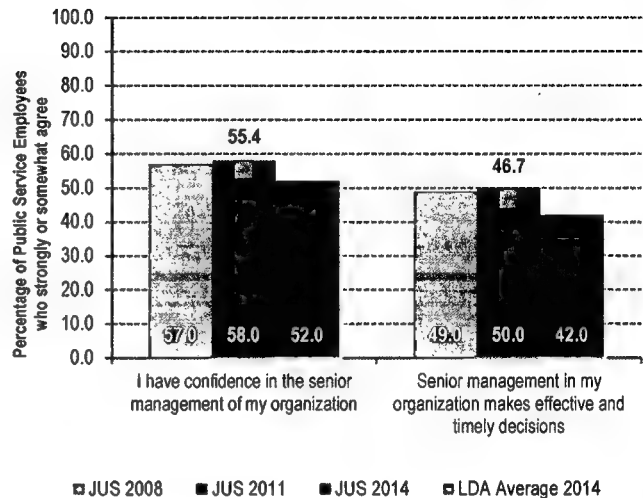
Good leadership is linked to positive perceptions of the workplace, employee engagement, and retention. The PSES offers a unique opportunity to measure leadership.

JUS's PSES results in the area of leadership decreased from the last survey and are below the average for large departments and agencies.

The percentage of employees who agree that they have confidence in the senior management of their organization decreased from 58% in 2011 to 52% in 2014 (below the average for LDAs of 55.4%) (Q30).

The percentage of employees who agree that senior management makes effective and timely decisions decreased as well from 50% in 2011 to 42% in 2014 (below the average for LDAs of 46.7%) (Q31).

Q30, Q31: Public Service Employee Survey (PSES)
Results for Leadership



PERFORMANCE MANAGEMENT and EMPLOYEE LEARNING

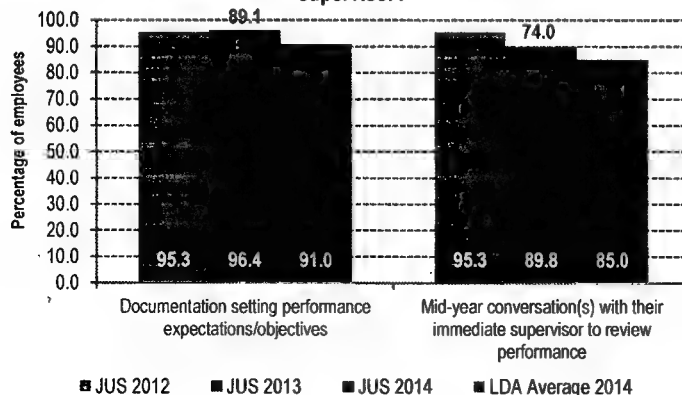
Performance Management

The new *Directive on Performance Management*, effective April 1, 2014, requires all employees to have documentation setting performance objectives, a learning plan, and a mid-year conversation to assess performance.

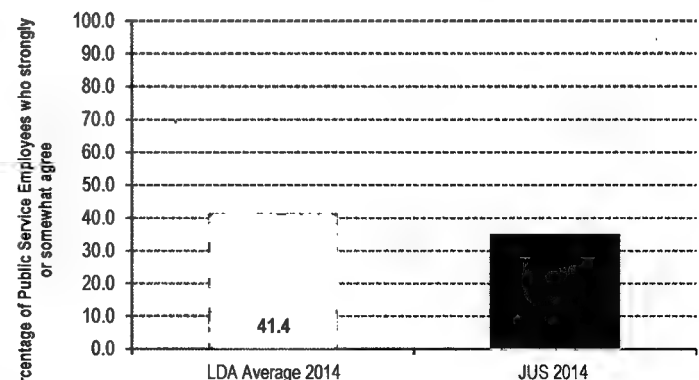
The participation rate on all three components of the performance management process (Q38 and 40) is higher at Justice than in the rest of the LDAs. That being said, participation rates have decreased compared to last year.

PSES results show that only 35% of employees at Justice Canada believe that unsatisfactory employee performance is managed effectively (Q42).

Q38 & Q40: What is the percentage of employees in your organization that have documentation setting performance expectations/objectives & mid-year conversations with their supervisor?



Q42: Public Service Employee Survey (PSES) Results:
In my work unit, unsatisfactory employee performance is managed effectively



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Q30 – What percentage of supplier payments are paid on time, based on the total number of payments?	19
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Q35 – Does the department and agency measure performance against the service standards on an annual basis?	21

Information Management & Information Technology (IM/IT) Management

Q2 – Is the department's or agency's Information Technology (IT) Plan approved by a senior executive committee?22	
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Management of Integrated Risk, Planning and Performance

Q1 – Which of the following products serves as the department or agency's strategic plan?	31
Q6 – Which of the following products serves as the departmental or agency-wide business plan?	32
Q13 – Relative to the start of the fiscal year, the department or agency's business plan was approved:	33
Q17 – How often is progress on planned initiatives and/or activities brought to the senior management committee?	34
Q20 – Does senior management review or re-assess/prioritize key risks? If yes, does this occur?	35
Q23 – For what percentage of programs does the department or agency have performance data (actual results against the Performance Measurement Framework (PMF)) to support trend analysis over consecutive years, beginning in the 2012-13 fiscal year?	36

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People Management

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Q4 – Senior management in my department or agency leads by example in ethical behaviour.....	38
Q5 – My department or agency works hard to create a workplace that prevents harassment.....	39
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Q13 – What is the average number of paid (certified, uncertified, and on the job injury) sick days per Full Time Equivalent?	42
Q14 – I feel I can initiate a formal recourse process (e.g. grievance, complaint, appeal) without fear of reprisal	43
Q15 – My department or agency works hard to create a workplace that prevents discrimination	44
Q22 – What is the Employment Equity (EE) Representation of designated groups in your department or agency?	45-48
Q30 – I have confidence in the senior management of my department or agency	49
Q31 – Senior management in my department or agency makes effective and timely decisions	50
Q38 – What is the percentage (%) of employees in your department or agency that have documentation setting performance expectations/objectives?	51
Q40 – What is the percentage (%) of employees in your department or agency that had mid-year conversation(s) with their immediate supervisor to review performance?	52
Q42 – In my work unit, unsatisfactory employee performance is managed effectively	53

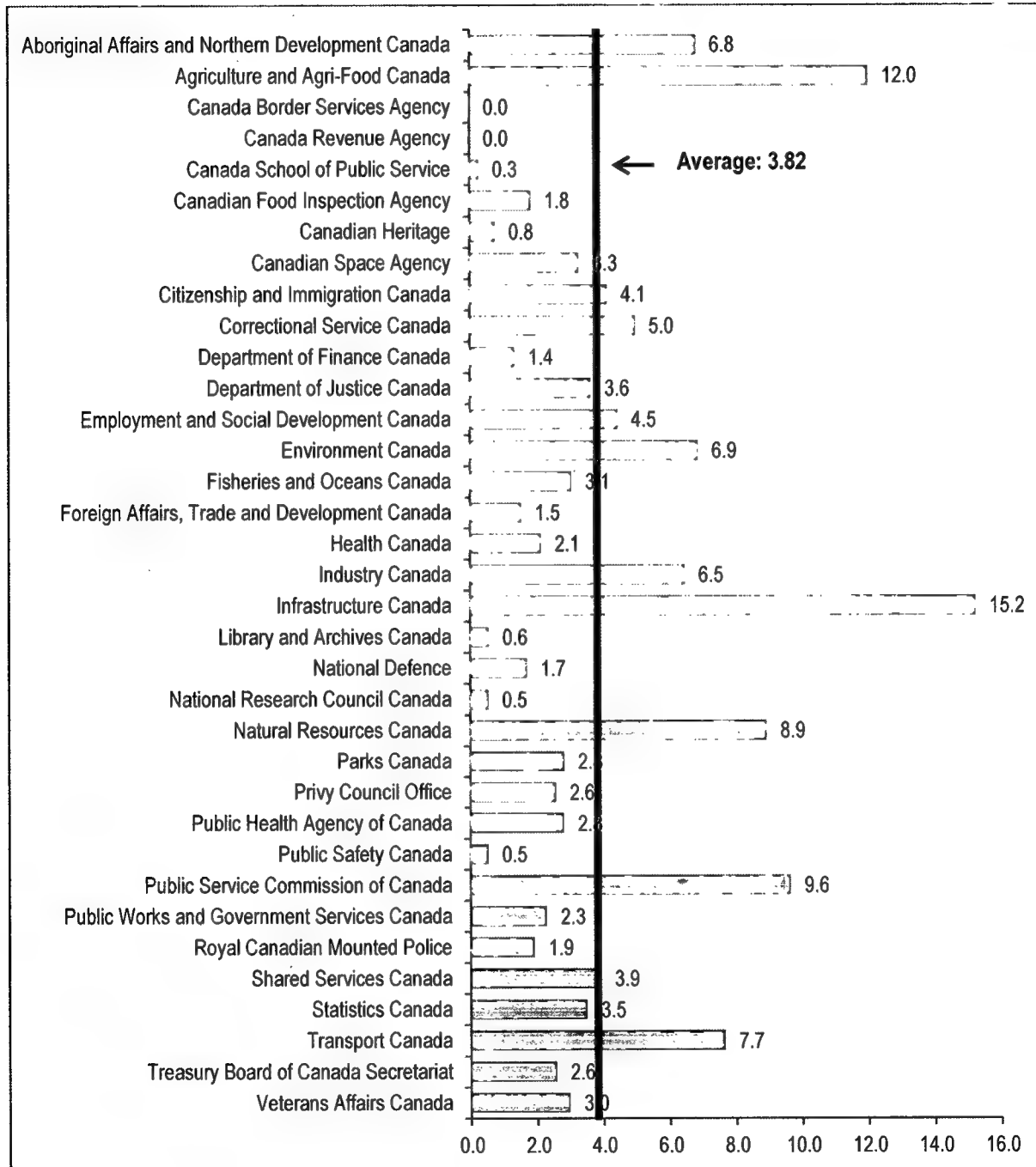
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Part 3 – Comparative Tables

Financial Management

18 The percentage of lapse at year-end related to Supplementary Estimates C funding approved in-year.



The percentage of funds lapsed at year-end provides an indication of a department's ability to effectively manage its authorities and forecasts throughout the year.

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Department of Justice Canada

Part 3 – Comparative Tables
Financial Management

19 Relative to the start of the 2014-15 fiscal year when did the department or agency managers at the lowest levels get access to their approved budget?

Department	Within 30 days	Within 60 days	Within 90 days	After the first quarter
Aboriginal Affairs and Northern Development Canada	■			
Agriculture and Agri-Food Canada	■			
Canada Border Services Agency	■			
Canada Revenue Agency	■			
Canada School of Public Service			■	
Canadian Food Inspection Agency	■			
Canadian Heritage	■			
Canadian Space Agency	■			
Citizenship and Immigration Canada	■			
Correctional Service Canada		■		
Department of Finance Canada	■			
Department of Justice Canada			■	
Employment and Social Development Canada		■		
Environment Canada	■			
Fisheries and Oceans Canada	■			
Foreign Affairs, Trade and Development Canada	■			
Health Canada	■			
Industry Canada		■		
Infrastructure Canada	■			
Library and Archives Canada	■			
National Defence			■	
National Research Council Canada	■			
Natural Resources Canada		■		
Parks Canada	■			
Privy Council Office		■		
Public Health Agency of Canada	■			
Public Safety Canada	■			
Public Service Commission of Canada	■			
Public Works and Government Services Canada	■			
Royal Canadian Mounted Police			■	
Shared Services Canada	■			
Statistics Canada	■			
Transport Canada	■			
Treasury Board of Canada Secretariat			■	
Veterans Affairs Canada			■	

As a best practice, department or agency managers should have access to their budget within 30 days of the start of the fiscal year. The timely allocation of funds is essential to ensure effective use of resources throughout the year.

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Part 3 – Comparative Tables
Financial Management

20 Has the department or agency implemented a risk-based ongoing monitoring program for all three control areas to support the effectiveness of its internal controls over financial reporting (ICFR)?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada		■	
Agriculture and Agri-Food Canada	■		
Canada Border Services Agency		■	
Canada Revenue Agency		■	
Canada School of Public Service			■
Canadian Food Inspection Agency	■		
Canadian Heritage	■		
Canadian Space Agency		■	
Citizenship and Immigration Canada		■	
Correctional Service Canada		■	
Department of Finance Canada	■		
Department of Justice Canada	■		
Employment and Social Development Canada		■	
Environment Canada		■	
Fisheries and Oceans Canada		■	
Foreign Affairs, Trade and Development Canada		■	
Health Canada	■		
Industry Canada	■		
Infrastructure Canada		■	
Library and Archives Canada		■	
National Defence		■	
National Research Council Canada	■		
Natural Resources Canada	■		
Parks Canada		■	
Privy Council Office	■		
Public Health Agency of Canada		■	
Public Safety Canada		■	
Public Service Commission of Canada	■		
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police		■	
Shared Services Canada		■	
Statistics Canada	■		
Transport Canada	■		
Treasury Board of Canada Secretariat		■	
Veterans Affairs Canada	■		

The *Policy on Internal Control (PIC)* is a foundational element of effective financial management and has been assessed under the MAF since it came into effect in 2009. The state of internal controls is a key indicator of a department's financial management maturity. Once departments have completed the initial design and operating effectiveness testing in key control areas, they are expected to put in place a program to continuously monitor the effectiveness of their internal controls.

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Department of Justice Canada

Part 3 – Comparative Tables
Financial Management

30 What percentage of supplier payments are paid on time, based on the total number of payments?

Department	Greater than 98%	Between 90-98%	Less than 90%
Aboriginal Affairs and Northern Development Canada		■	
Agriculture and Agri-Food Canada		■	
Canada Border Services Agency			■
Canada Revenue Agency		■	
Canada School of Public Service	■		
Canadian Food Inspection Agency		■	
Canadian Heritage		■	
Canadian Space Agency			■
Citizenship and Immigration Canada			■
Correctional Service Canada		■	
Department of Finance Canada		■	
Department of Justice Canada			■
Employment and Social Development Canada			■
Environment Canada		■	
Fisheries and Oceans Canada	■		
Foreign Affairs, Trade and Development Canada	■		
Health Canada			■
Industry Canada		■	
Infrastructure Canada	■		
Library and Archives Canada		■	
National Defence		■	
National Research Council Canada			■
Natural Resources Canada		■	
Parks Canada			■
Privy Council Office		■	
Public Health Agency of Canada		■	
Public Safety Canada			■
Public Service Commission of Canada		■	
Public Works and Government Services Canada		■	
Royal Canadian Mounted Police			■
Shared Services Canada		■	
Statistics Canada		■	
Transport Canada	■		
Treasury Board of Canada Secretariat		■	
Veterans Affairs Canada		■	

Late payments and related interest payments are issues that are brought up frequently by suppliers and, in particular, small businesses. This is a matter of compliance with the *Directive on Payment Requisitioning and Cheque Control*. Departments are expected to pay their suppliers on time, and when suppliers are not paid on time, departments must pay interest.

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Department of Justice Canada

Part 3 – Comparative Tables
Financial Management

31 Does the department or agency automatically pay interest to suppliers if payments are not made within the standard 30 day payment term?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada	■		
Agriculture and Agri-Food Canada	■		
Canada Border Services Agency	■		
Canada Revenue Agency	■		
Canada School of Public Service	■		
Canadian Food Inspection Agency	■		
Canadian Heritage	■		
Canadian Space Agency	■		
Citizenship and Immigration Canada	■		
Correctional Service Canada	■		
Department of Finance Canada	■		
Department of Justice Canada	■		
Employment and Social Development Canada	■		
Environment Canada	■		
Fisheries and Oceans Canada	■		
Foreign Affairs, Trade and Development Canada		■	
Health Canada	■		
Industry Canada	■		
Infrastructure Canada	■		
Library and Archives Canada	■		
National Defence	■		
National Research Council Canada		■	
Natural Resources Canada	■		
Parks Canada		■	
Privy Council Office	■		
Public Health Agency of Canada	■		
Public Safety Canada		■	
Public Service Commission of Canada	■		
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police		■	
Shared Services Canada	■		
Statistics Canada	■		
Transport Canada	■		
Treasury Board of Canada Secretariat	■		
Veterans Affairs Canada	■		

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Part 3 – Comparative Tables
Financial Management

35 Does the department and agency measure performance against the transfer payments service standards on an annual basis?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada	■		
Agriculture and Agri-Food Canada	■		
Canada Border Services Agency			■
Canada Revenue Agency			■
Canada School of Public Service			■
Canadian Food Inspection Agency		■	
Canadian Heritage	■		
Canadian Space Agency		■	
Citizenship and Immigration Canada	■		
Correctional Service Canada			■
Department of Finance Canada			■
Department of Justice Canada	■		
Employment and Social Development Canada	■		
Environment Canada		■	
Fisheries and Oceans Canada	■		
Foreign Affairs, Trade and Development Canada		■	
Health Canada	■		
Industry Canada	■		
Infrastructure Canada		■	
Library and Archives Canada			■
National Defence		■	
National Research Council Canada	■		
Natural Resources Canada	■		
Parks Canada	■		
Privy Council Office			■
Public Health Agency of Canada	■		
Public Safety Canada	■		
Public Service Commission of Canada			■
Public Works and Government Services Canada			■
Royal Canadian Mounted Police			■
Shared Services Canada			■
Statistics Canada			■
Transport Canada		■	
Treasury Board of Canada Secretariat			■
Veterans Affairs Canada	■		

The Policy on Transfer Payments requires departments to establish reasonable and practical service standards for transfer payment programs. A recent TBS assessment of the alignment between policy and practice confirmed that the implementation of service standards continued to be limited, six years after the introduction of the policy requirement.

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Department of Justice Canada

Part 3 – Comparative Tables

Information Management & Information Technology (IM/IT) Management

2 Is the department's or agency's Information Technology (IT) Plan approved by a senior executive committee?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada	■		
Agriculture and Agri-Food Canada	■		
Canada Border Services Agency	■		
Canada Revenue Agency	■		
Canada School of Public Service		■	
Canadian Food Inspection Agency	■		
Canadian Heritage	■		
Canadian Space Agency	■		
Citizenship and Immigration Canada	■		
Correctional Service Canada	■		
Department of Finance Canada	■		
Department of Justice Canada	■		
Employment and Social Development Canada	■		
Environment Canada	■		
Fisheries and Oceans Canada	■		
Foreign Affairs, Trade and Development Canada	■		
Health Canada	■		
Industry Canada	■		
Infrastructure Canada	■		
Library and Archives Canada	■		
National Defence	■		
National Research Council Canada		■	
Natural Resources Canada		■	
Parks Canada	■		
Privy Council Office **		■	
Public Health Agency of Canada	■		
Public Safety Canada	■		
Public Service Commission of Canada	■		
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police	■		
Shared Services Canada	■		
Statistics Canada	■		
Transport Canada	■		
Treasury Board of Canada Secretariat		■	
Veterans Affairs Canada	■		

The IT Plan is a reporting requirement under the *Policy on the Management of Information Technology*. This question provides confirmation that Departmental IT is integrated as part of business planning within the department; is aligned to GC Enterprise IT priorities; and is balancing enterprise and Program-driven priorities. All Departments are expected to provide an annual IT Plan.

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Department of Justice Canada

Part 3 – Comparative Tables

Information Management & Information Technology (IM/IT) Management

3 Does the department or agency have a TBS-reviewed Information Technology (IT) Expenditures for the previous fiscal year?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada	■		
Agriculture and Agri-Food Canada	■		
Canada Border Services Agency	■		
Canada Revenue Agency	■		
Canada School of Public Service	■		
Canadian Food Inspection Agency	■		
Canadian Heritage	■		
Canadian Space Agency	■		
Citizenship and Immigration Canada	■		
Correctional Service Canada	■		
Department of Finance Canada	■		
Department of Justice Canada	■		
Employment and Social Development Canada	■		
Environment Canada	■		
Fisheries and Oceans Canada	■		
Foreign Affairs, Trade and Development Canada	■		
Health Canada	■		
Industry Canada	■		
Infrastructure Canada	■		
Library and Archives Canada	■		
National Defence	■		
National Research Council Canada	■		
Natural Resources Canada	■		
Parks Canada	■		
Privy Council Office	■		
Public Health Agency of Canada	■		
Public Safety Canada	■		
Public Service Commission of Canada	■		
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police	■		
Shared Services Canada	■		
Statistics Canada	■		
Transport Canada	■		
Treasury Board of Canada Secretariat		■	
Veterans Affairs Canada	■		

The IT Expenditure report is a requirement under the *Policy on the Management of Information Technology*. This question confirms that the department provides common and consistent information about IT expenditures across Programs and Internal Services, enabling GC-wide benchmarking and investment decision planning. All Departments are expected to provide an annual IT Expenditure report.

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Department of Justice Canada
Part 3 – Comparative Tables
Information Management & Information Technology (IM/IT) Management

6 For the current fiscal year, does the department or agency have a sustainability plan for these mission critical applications?

Department	Yes	No	Not Applicable
Aboriginal Affairs and Northern Development Canada	■		
Agriculture and Agri-Food Canada		■	
Canada Border Services Agency	■		
Canada Revenue Agency	■		
Canada School of Public Service	■		
Canadian Food Inspection Agency	■		
Canadian Heritage	■		
Canadian Space Agency	■		
Citizenship and Immigration Canada	■		
Correctional Service Canada	■		
Department of Finance Canada		■	
Department of Justice Canada	■		
Employment and Social Development Canada **		■	
Environment Canada	■		
Fisheries and Oceans Canada		■	
Foreign Affairs, Trade and Development Canada	■		
Health Canada		■	
Industry Canada		■	
Infrastructure Canada	■		
Library and Archives Canada	■		
National Defence		■	
National Research Council Canada		■	
Natural Resources Canada		■	
Parks Canada	■		
Privy Council Office	■		
Public Health Agency of Canada		■	
Public Safety Canada	■		
Public Service Commission of Canada	■		
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police	■		
Shared Services Canada		■	
Statistics Canada	■		
Transport Canada	■		
Treasury Board of Canada Secretariat	■		
Veterans Affairs Canada		■	

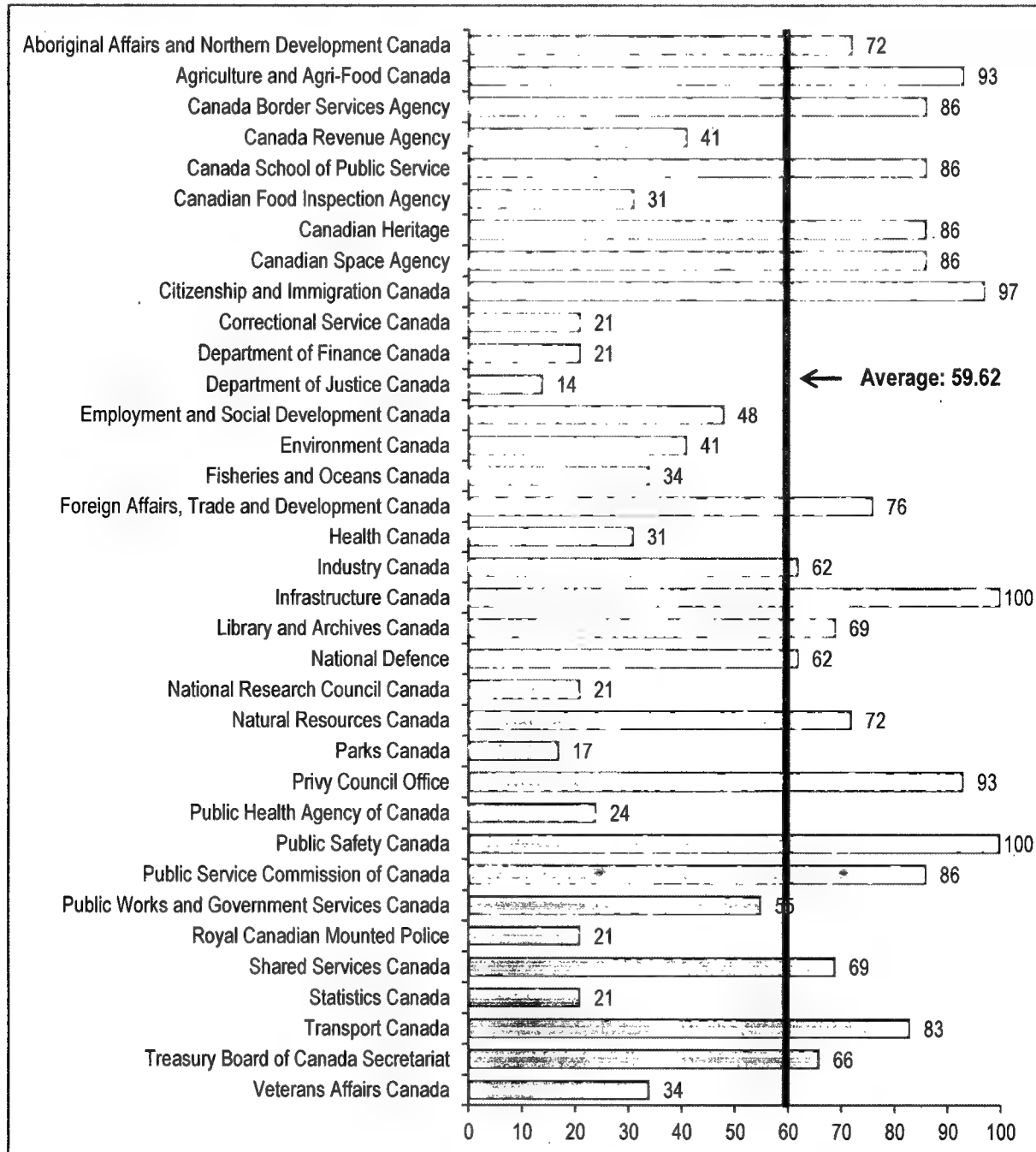
A Sustainability Plan is a component of the IT Plan, ensuring appropriate resources are in place for the operations of Mission Critical systems identified in the Department's application inventory. All Departments are expected to provide a Sustainability Plan within their IT Plan.

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Department of Justice Canada

Part 3 – Comparative Tables Information Management & Information Technology (IM/IT) Management

8 What is the department's or agency's current level of recordkeeping maturity as identified through the Recordkeeping Assessment Tool (RKAT)?



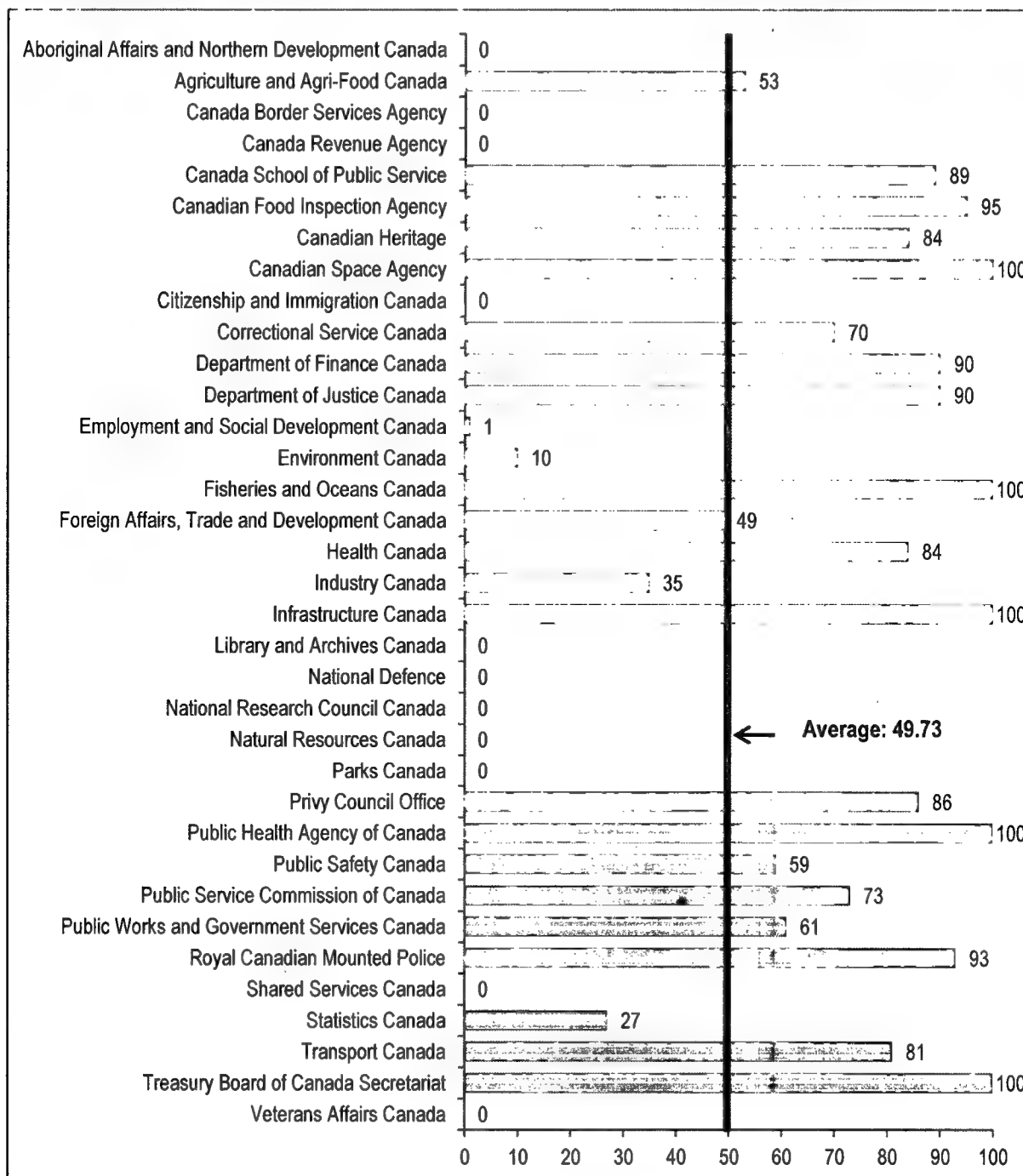
The Recordkeeping Assessment Tool (RKAT) is a departmental self-assessment tool which provides an overview of the level of compliance to the *Directive on Recordkeeping* in advance of the March 31, 2015 compliance deadline. The compliance threshold is 100%.

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Part 3 – Comparative Tables Information Management & Information Technology (IM/IT) Management

9 What percentage of planned disposition for paper records was completed in the past fiscal year?



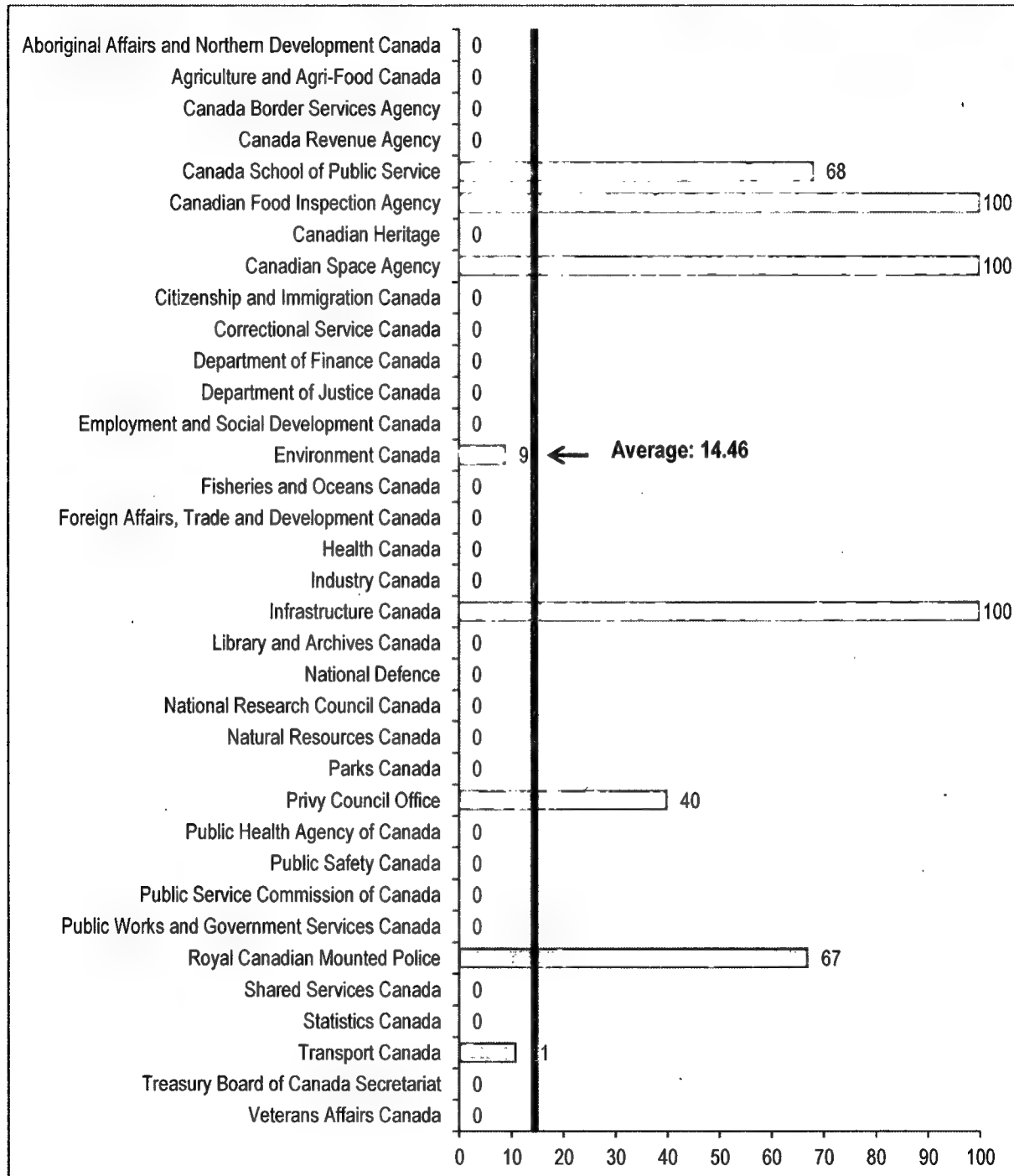
The *Directive on Recordkeeping* requires that departments and agencies develop a documented disposition plan and undertake regular disposition activities for all information resources. To ensure that risks are appropriately assessed, and that disposition activities align with disposition authorities from Library and Archives Canada, departments and agencies must actively implement their disposition plan for paper records.

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Department of Justice Canada

Part 3 – Comparative Tables Information Management & Information Technology (IM/IT) Management

10 What percentage of planned disposition for electronic records was completed in the past fiscal year?



The *Directive on Recordkeeping* requires that departments and agencies develop a documented disposition plan and undertake regular disposition activities for all information resources. To ensure that risks are appropriately assessed, and that disposition activities align with disposition authorities from Library and Archives Canada, departments and agencies must actively implement their disposition plan for electronic records.

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Part 3 – Comparative Tables

Information Management & Information Technology (IM/IT) Management

18 At what stage is the department or agency at in the implementation of Email Transformation Initiative (ETI)?

Department	Business Case Planning	Construction/ Deployment	Detailed Plan	Post- Implementation	Project Approach	Not Applicable
Aboriginal Affairs and Northern Development Canada			■			
Agriculture and Agri-Food Canada			■			
Canada Border Services Agency		■				
Canada Revenue Agency			■			
Canada School of Public Service			■			
Canadian Food Inspection Agency		■				
Canadian Heritage			■			
Canadian Space Agency			■			
Citizenship and Immigration Canada			■			
Correctional Service Canada		■				
Department of Finance Canada		■				
Department of Justice Canada			■			
Employment and Social Development Canada					■	
Environment Canada		■				
Fisheries and Oceans Canada			■			
Foreign Affairs, Trade and Development Canada	■					
Health Canada		■				
Industry Canada			■			
Infrastructure Canada			■			
Library and Archives Canada		■				
National Defence			■			
National Research Council Canada	■					
Natural Resources Canada			■			
Parks Canada			■			
Privy Council Office			■			
Public Health Agency of Canada		■				
Public Safety Canada			■			
Public Service Commission of Canada		■				
Public Works and Government Services Canada			■			
Royal Canadian Mounted Police			■			
Shared Services Canada		■				
Statistics Canada			■			
Transport Canada			■			
Treasury Board of Canada Secretariat			■			
Veterans Affairs Canada			■			

The Email Transformation Initiative (ETI) provides a common email service for all departments. Departments are responsible to manage their transition to this GC Enterprise IT Priority, including changes to all departmental systems impacted by the migration to ETI. This indicator provides an understanding of the Department's state of readiness for the migration including progress against the GC implementation expectations. The expected stage for each Department varies depending on their placement in the GC implementation plan.

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Part 3 – Comparative Tables
Information Management & Information Technology (IM/IT) Management

19 At what stage is the department or agency in its migration to the one Government of Canada website, canada.ca, by
2016?

Department	Business Case Planning	Construction/ Deployment	Detailed Plan	Post- Implementation	Project Approach	Not Applicable
Aboriginal Affairs and Northern Development Canada			■			
Agriculture and Agri-Food Canada	■					
Canada Border Services Agency		■				
Canada Revenue Agency		■				
Canada School of Public Service					■	
Canadian Food Inspection Agency			■			
Canadian Heritage	■					
Canadian Space Agency					■	
Citizenship and Immigration Canada					■	
Correctional Service Canada			■			
Department of Finance Canada		■				
Department of Justice Canada		■				
Employment and Social Development Canada			■			
Environment Canada		■				
Fisheries and Oceans Canada			■			
Foreign Affairs, Trade and Development Canada	■					
Health Canada		■				
Industry Canada	■					
Infrastructure Canada	■					
Library and Archives Canada	■					
National Defence			■			
National Research Council Canada					■	
Natural Resources Canada	■					
Parks Canada			■			
Privy Council Office					■	
Public Health Agency of Canada		■				
Public Safety Canada			■			
Public Service Commission of Canada					■	
Public Works and Government Services Canada	■					
Royal Canadian Mounted Police					■	
Shared Services Canada					■	
Statistics Canada					■	
Transport Canada		■				
Treasury Board of Canada Secretariat			■			
Veterans Affairs Canada			■			

The Web Renewal Initiative provides a common web infrastructure for all of GC. Departments are responsible to manage their transition to this GC Enterprise IT Priority, including the migration of the relevant web content. This indicator provides an understanding of the Department's state of readiness for the migration including progress against the GC implementation expectations. The expected stage for each Department varies depending on their placement in the GC implementation plan.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables
Information Management & Information Technology (IM/IT) Management

20 At what stage is the department or agency at in the implementation of Windows 7?

Department	Business Case Planning	Construction/Deployment	Detailed Plan	Post-Implementation	Project Approach	Not Applicable
Aboriginal Affairs and Northern Development Canada				■		
Agriculture and Agri-Food Canada				■		
Canada Border Services Agency				■		
Canada Revenue Agency				■		
Canada School of Public Service				■		
Canadian Food Inspection Agency				■		
Canadian Heritage				■		
Canadian Space Agency		■				
Citizenship and Immigration Canada		■				
Correctional Service Canada				■		
Department of Finance Canada				■		
Department of Justice Canada				■		
Employment and Social Development Canada				■		
Environment Canada				■		
Fisheries and Oceans Canada				■		
Foreign Affairs, Trade and Development Canada				■		
Health Canada		■				
Industry Canada				■		
Infrastructure Canada				■		
Library and Archives Canada				■		
National Defence		■				
National Research Council Canada				■		
Natural Resources Canada				■		
Parks Canada				■		
Privy Council Office				■		
Public Health Agency of Canada		■				
Public Safety Canada				■		
Public Service Commission of Canada				■		
Public Works and Government Services Canada				■		
Royal Canadian Mounted Police		■				
Shared Services Canada				■		
Statistics Canada				■		
Transport Canada				■		
Treasury Board of Canada Secretariat				■		
Veterans Affairs Canada				■		

The retirement of Windows XP is mandatory for all departments. Departments were responsible to ensure that Windows XP devices were upgraded or replaced by March 31, 2015, and that any remaining devices were removed from the GC network or internet access by that time. The expectation is 100% compliance.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables Management of Integrated Risk, Planning and Performance

1 Which of the following products serves as the department or agency's strategic plan?

Department	Report on Plans and Priorities (RPP)	Integrated Business Plan	Strategic Plan	Other
Aboriginal Affairs and Northern Development Canada	■			
Agriculture and Agri-Food Canada		■		
Canada Border Services Agency	■			
Canada Revenue Agency	■		■	
Canada School of Public Service	■			
Canadian Food Inspection Agency	■		■	
Canadian Heritage	■			
Canadian Space Agency	■			
Citizenship and Immigration Canada	■		■	
Correctional Service Canada	■			
Department of Finance Canada	■			
Department of Justice Canada	■			
Employment and Social Development Canada	■			
Environment Canada	■			
Fisheries and Oceans Canada	■			
Foreign Affairs, Trade and Development Canada	■			
Health Canada	■			
Industry Canada		■		
Infrastructure Canada	■			
Library and Archives Canada	■		■	
National Defence	■			
National Research Council Canada	■		■	
Natural Resources Canada	■			
Parks Canada	■			
Privy Council Office	■			
Public Health Agency of Canada	■	■	■	
Public Safety Canada	■			
Public Service Commission of Canada	■			
Public Works and Government Services Canada	■			
Royal Canadian Mounted Police	■			
Shared Services Canada	■			
Statistics Canada	■		■	
Transport Canada		■		
Treasury Board of Canada Secretariat	■			
Veterans Affairs Canada	■		■	

This question aims to provide information about which product(s) departments and agencies use to define strategic priorities.

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Department of Justice Canada

Part 3 – Comparative Tables Management of Integrated Risk, Planning and Performance

6 Which of the following products serves as the departmental or agency-wide business plan?

Department	Report on Plans and Priorities (RPP)	Integrated Business Plan	Other
Original Affairs and Northern Development Canada		■	
Agriculture and Agri-Food Canada		■	
Canada Border Services Agency	■		
Canada Revenue Agency	■		■
Canada School of Public Service	■		
Canadian Food Inspection Agency		■	
Canadian Heritage	■		■
Canadian Space Agency		■	
Citizenship and Immigration Canada		■	
Correctional Service Canada	■		
Department of Finance Canada		■	
Department of Justice Canada	■		
Employment and Social Development Canada		■	
Environment Canada	■		
Fisheries and Oceans Canada		■	
Foreign Affairs, Trade and Development Canada		■	
Health Canada		■	
Industry Canada		■	
Infrastructure Canada		■	
Library and Archives Canada		■	
National Defence	■		
National Research Council Canada	■		
Natural Resources Canada	■		
Parks Canada	■		
Privy Council Office		■	
Public Health Agency of Canada	■	■	■
Public Safety Canada	■		
Public Service Commission of Canada		■	
Public Works and Government Services Canada	■		
Royal Canadian Mounted Police	■		
Shared Services Canada	■		
Statistics Canada	■		■
Transport Canada		■	
Treasury Board of Canada Secretariat	■		
Veterans Affairs Canada	■	■	

This question provides information on which product(s) departments and agencies use to manage and track planned initiatives and whether they are supplementing the Report on Plans and Priorities with departmental or agency business plans.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables
Management of Integrated Risk, Planning and Performance

13 Relative to the start of the fiscal year, the department or agency's business plan was approved:

Department	Within 30 days	Within 60 days	Within 90 days	After the first quarter
Aboriginal Affairs and Northern Development Canada				■
Agriculture and Agri-Food Canada	■			
Canada Border Services Agency	■			
Canada Revenue Agency	■			
Canada School of Public Service	■			
Canadian Food Inspection Agency	■			
Canadian Heritage				■
Canadian Space Agency	■			
Citizenship and Immigration Canada				■
Correctional Service Canada	■			
Department of Finance Canada			■	
Department of Justice Canada	■			
Employment and Social Development Canada				■
Environment Canada	■			
Fisheries and Oceans Canada				■
Foreign Affairs, Trade and Development Canada				■
Health Canada			■	
Industry Canada			■	
Infrastructure Canada				■
Library and Archives Canada	■			
National Defence	■			
National Research Council Canada	■			
Natural Resources Canada	■			
Parks Canada	■			
Privy Council Office				■
Public Health Agency of Canada				■
Public Safety Canada			■	
Public Service Commission of Canada		■		
Public Works and Government Services Canada	■			
Royal Canadian Mounted Police	■			
Shared Services Canada	■			
Statistics Canada	■			
Transport Canada	■			
Treasury Board of Canada Secretariat	■			
Veterans Affairs Canada	■			

To determine the availability of the business plan for use at the start of the fiscal year, particularly where a department or agency has a business plan other than the RPP.

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Department of Justice Canada

Part 3 – Comparative Tables
Management of Integrated Risk, Planning and Performance

17 How often is progress on planned initiatives and/or activities brought to the senior management committee?

Department	Never	Monthly	Quarterly	Semi-annually	Annually
Aboriginal Affairs and Northern Development Canada			■		
Agriculture and Agri-Food Canada				■	
Canada Border Services Agency				■	
Canada Revenue Agency			■		
Canada School of Public Service			■		
Canadian Food Inspection Agency			■		
Canadian Heritage			■		
Canadian Space Agency				■	
Citizenship and Immigration Canada			■		
Correctional Service Canada				■	
Department of Finance Canada					■
Department of Justice Canada			■		
Employment and Social Development Canada				■	
Environment Canada			■		
Fisheries and Oceans Canada			■		
Foreign Affairs, Trade and Development Canada			■		
Health Canada			■		
Industry Canada			■		
Infrastructure Canada			■		
Library and Archives Canada		■			
National Defence				■	
National Research Council Canada		■			
Natural Resources Canada			■		
Parks Canada			■		
Privy Council Office			■		
Public Health Agency of Canada			■		
Public Safety Canada				■	
Public Service Commission of Canada			■		
Public Works and Government Services Canada				■	
Royal Canadian Mounted Police		■			
Shared Services Canada				■	
Statistics Canada		■			
Transport Canada			■		
Treasury Board of Canada Secretariat					■
Veterans Affairs Canada		■			

The question provides information about the extent to which senior management in departments and agencies are monitoring progress on planned initiatives and/or activities.

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Department of Justice Canada

Part 3 – Comparative Tables
Management of Integrated Risk, Planning and Performance

20 Does senior management review or re-assess/prioritize key risks? If yes, does this occur?

Department	Never	Monthly	Quarterly	Semi-annually	Annually
Aboriginal Affairs and Northern Development Canada				■	
Agriculture and Agri-Food Canada				■	
Canada Border Services Agency					■
Canada Revenue Agency					■
Canada School of Public Service				■	
Canadian Food Inspection Agency					■
Canadian Heritage				■	
Canadian Space Agency					■
Citizenship and Immigration Canada			■		
Correctional Service Canada					■
Department of Finance Canada					■
Department of Justice Canada					■
Employment and Social Development Canada					■
Environment Canada					■
Fisheries and Oceans Canada					■
Foreign Affairs, Trade and Development Canada					■
Health Canada					■
Industry Canada			■		
Infrastructure Canada					■
Library and Archives Canada					■
National Defence					■
National Research Council Canada			■		
Natural Resources Canada					■
Parks Canada					■
Privy Council Office					■
Public Health Agency of Canada				■	
Public Safety Canada				■	
Public Service Commission of Canada			■		
Public Works and Government Services Canada		■			
Royal Canadian Mounted Police				■	
Shared Services Canada				■	
Statistics Canada				■	
Transport Canada				■	
Treasury Board of Canada Secretariat				■	
Veterans Affairs Canada			■		

The question provides information on the frequency of the review and re-prioritisation of key risks by senior management in departments and agencies.

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Department of Justice Canada

Part 3 – Comparative Tables
Management of Integrated Risk, Planning and Performance

23 For what percentage of programs does the department or agency have performance data (actual results against the Performance Measurement Framework (PMF)) to support trend analysis over consecutive years, beginning in the 2012-13 fiscal year?

Department	0-29% of programs	30-59% of programs	60-99% of programs	100% of programs	Not Applicable
Aboriginal Affairs and Northern Development Canada			■		
Agriculture and Agri-Food Canada			■		
Canada Border Services Agency		■			
Canada Revenue Agency			■		
Canada School of Public Service			■		
Canadian Food Inspection Agency				■	
Canadian Heritage			■		
Canadian Space Agency			■		
Citizenship and Immigration Canada		■			
Correctional Service Canada			■		
Department of Finance Canada		■			
Department of Justice Canada	■				
Employment and Social Development Canada			■		
Environment Canada			■		
Fisheries and Oceans Canada		■			
Foreign Affairs, Trade and Development Canada			■		
Health Canada		■			
Industry Canada			■		
Infrastructure Canada			■		
Library and Archives Canada			■		
National Defence			■		
National Research Council Canada	■				
Natural Resources Canada				■	
Parks Canada			■		
Privy Council Office	■				
Public Health Agency of Canada			■		
Public Safety Canada			■		
Public Service Commission of Canada			■		
Public Works and Government Services Canada			■		
Royal Canadian Mounted Police	■				
Shared Services Canada	■				
Statistics Canada	■				
Transport Canada			■		
Treasury Board of Canada Secretariat			■		
Veterans Affairs Canada		■			

Organizations need access to quality financial and non-financial performance information to support decision making and to efficiently and effectively deliver on results. The real benefit of performance information comes from being able to analyze trends overtime. The first critical step is ensuring that performance indicators can be consistently measured in support of a program's results. This requires stability of an organization's PAA and PMF.

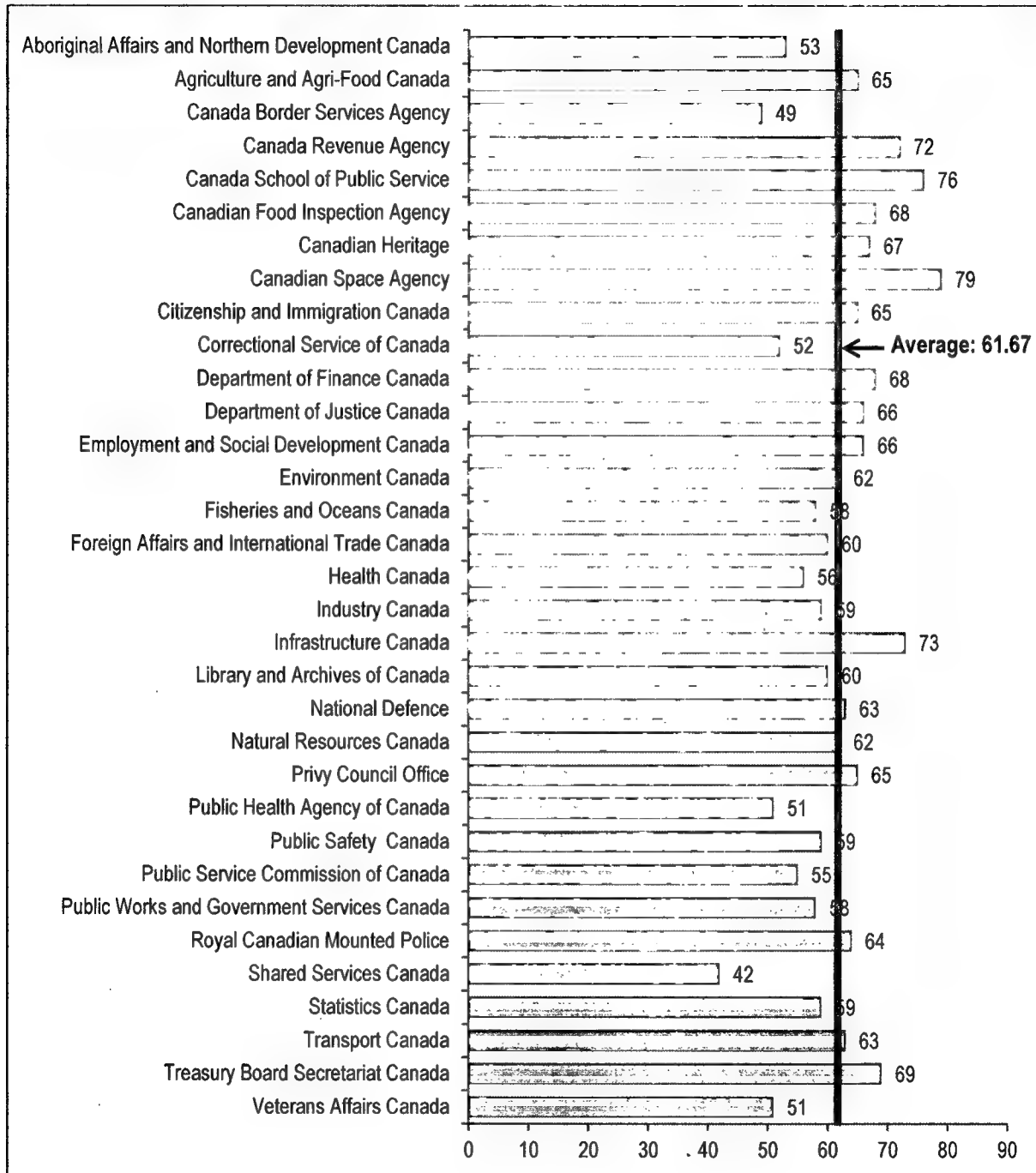
A stable PMF, with consistent and reliable performance indicators, is important to facilitate the collection of historical (year over year) trend information. This allows for more in depth insights into a program's performance and facilitates management decision making. Without this stability, organizations will not be positioned to collect the trend information regarding their programs to support decision making and delivering for results.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

2 Discussions about values and ethics occur in my workplace



Values & Ethics discussions are an important prevention measure, which increases awareness of values and ethics, helps determine appropriate behaviours, and provides employees with the knowledge to identify options to resolve ethical issues.

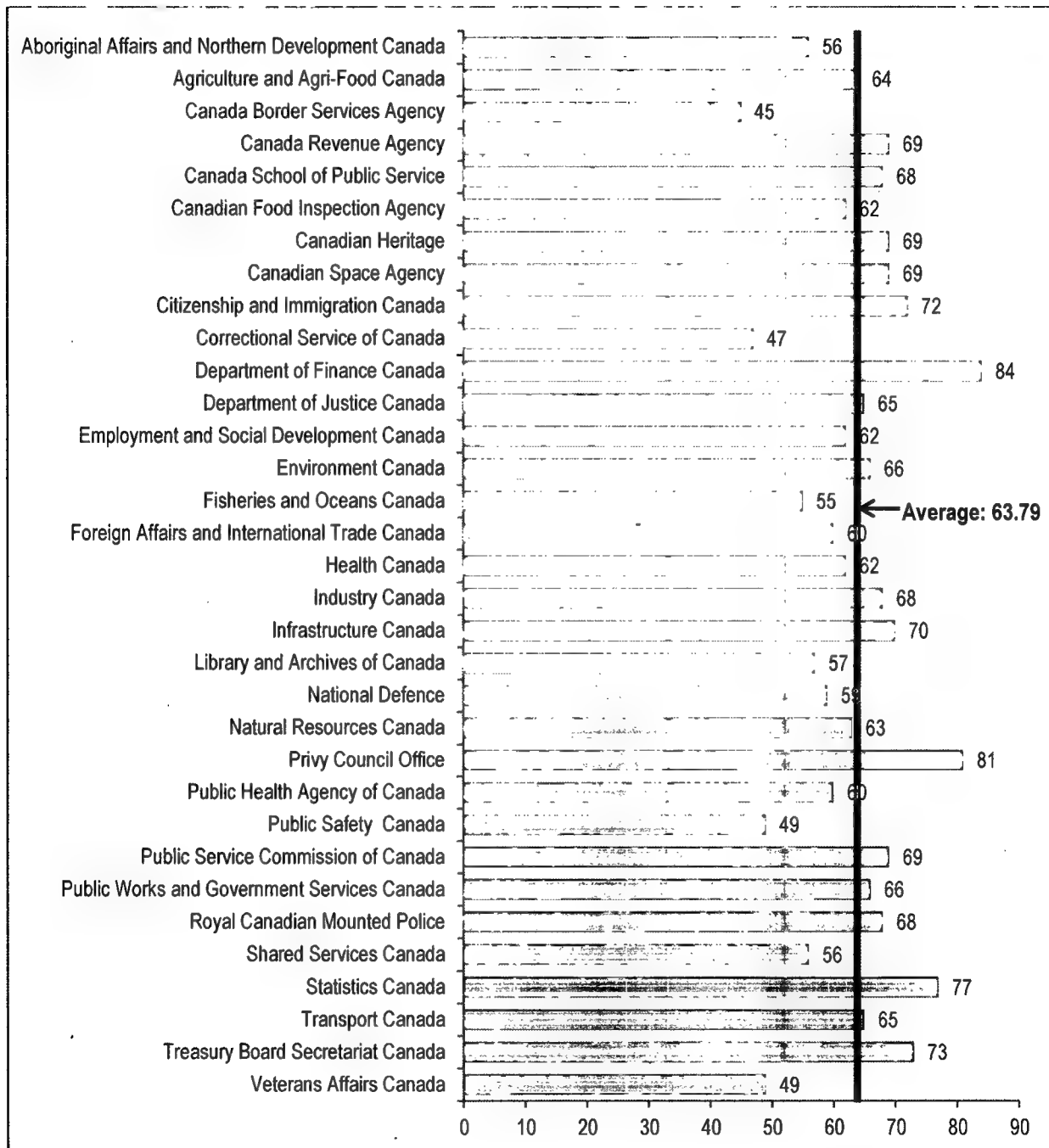
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

4 Senior management in my department or agency leads by example in ethical behaviour



This measure is an indicator of the level of trust that employees have in leadership within their department or agency. It is also an indicator of the transparency and the level of communication between senior management and employees.

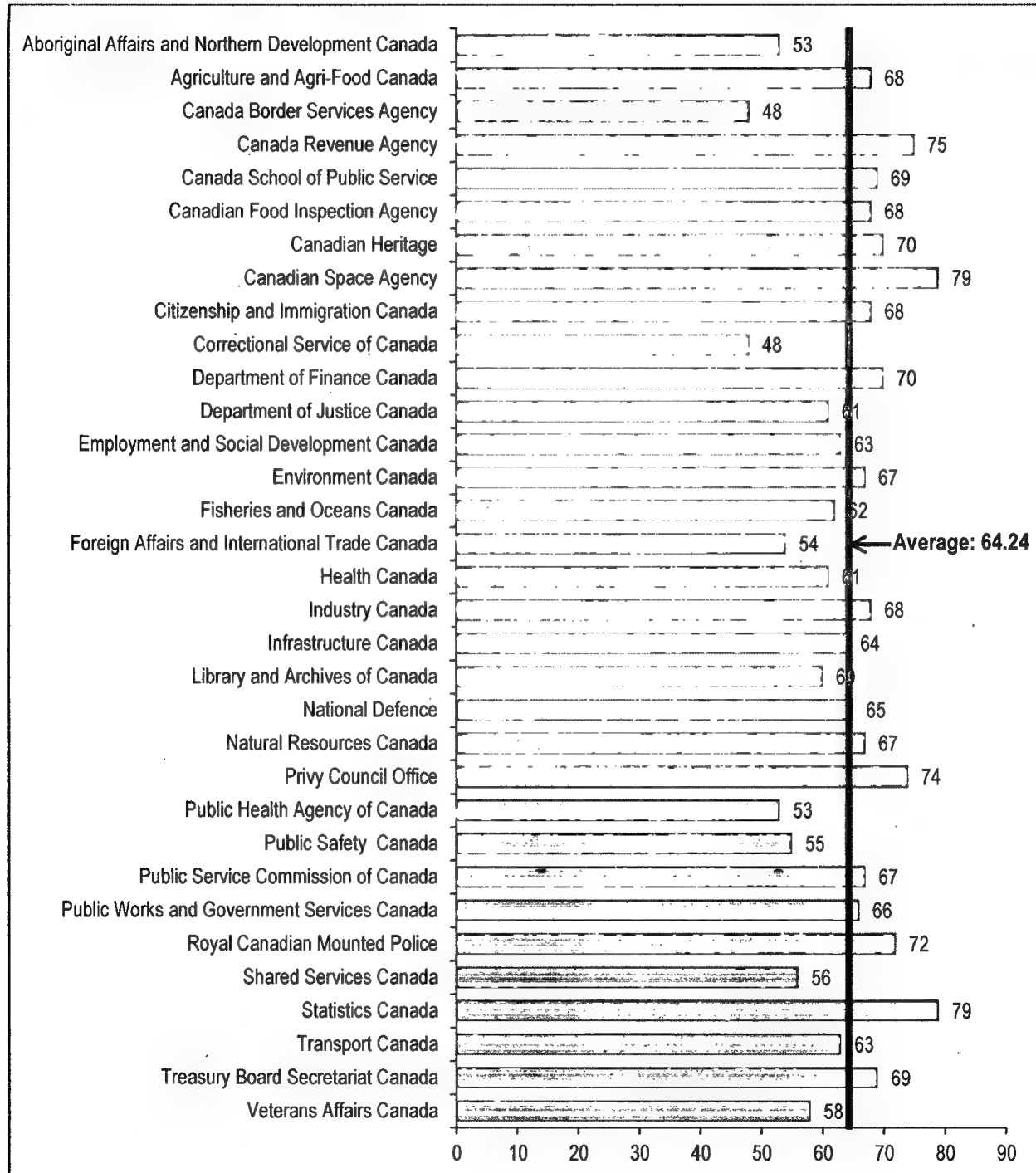
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

5 My department or agency works hard to create a workplace that prevents harassment



This measure is an indicator of the extent to which an organization has a respectful workplace. Education and awareness efforts can significantly reduce harassment in an organization.

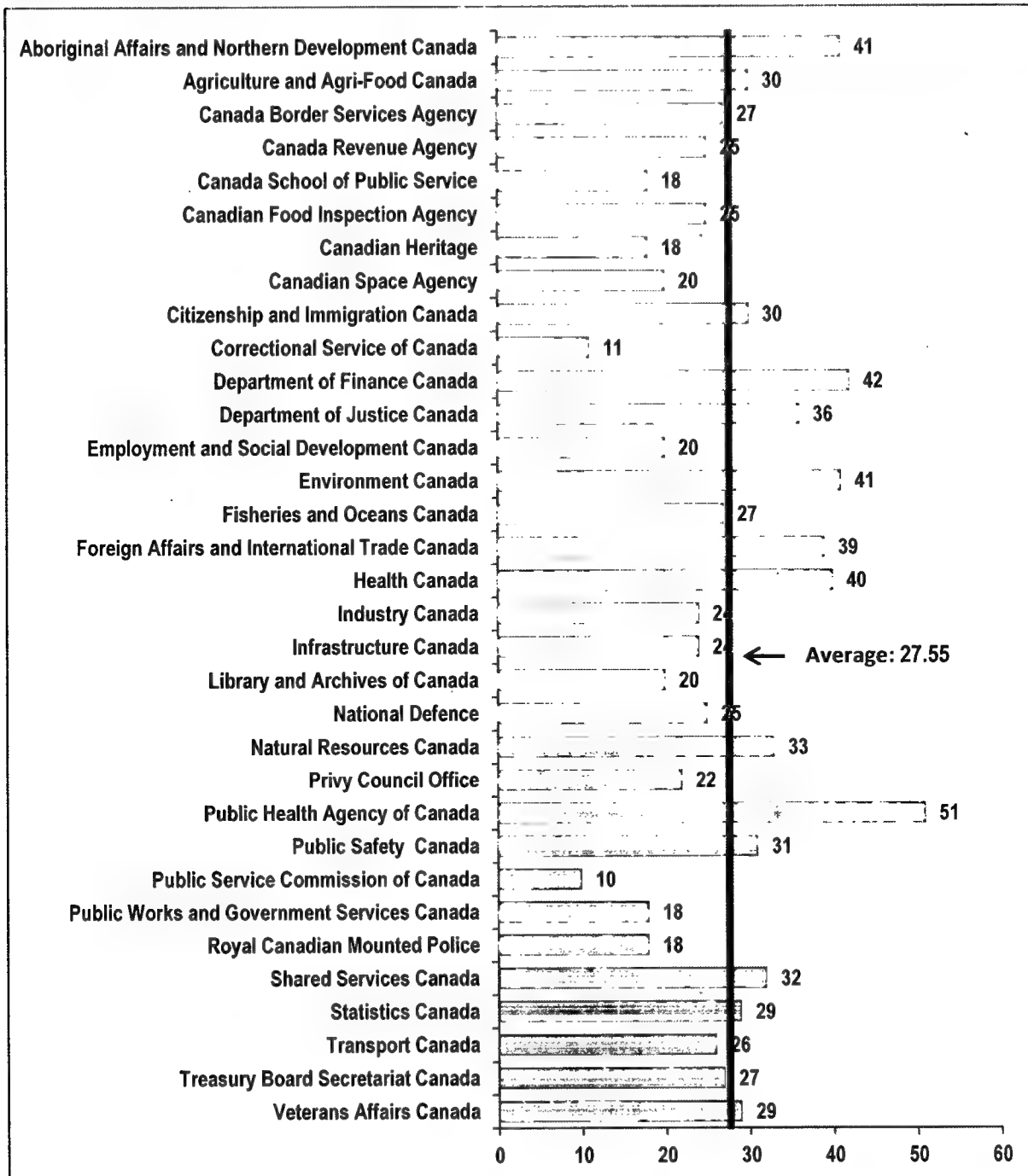
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

10 When I prepare written materials, including email, I feel free to use the official language of my choice



The objective is to examine the gap between the perception of employees with English as a first official language and French as a first official language.

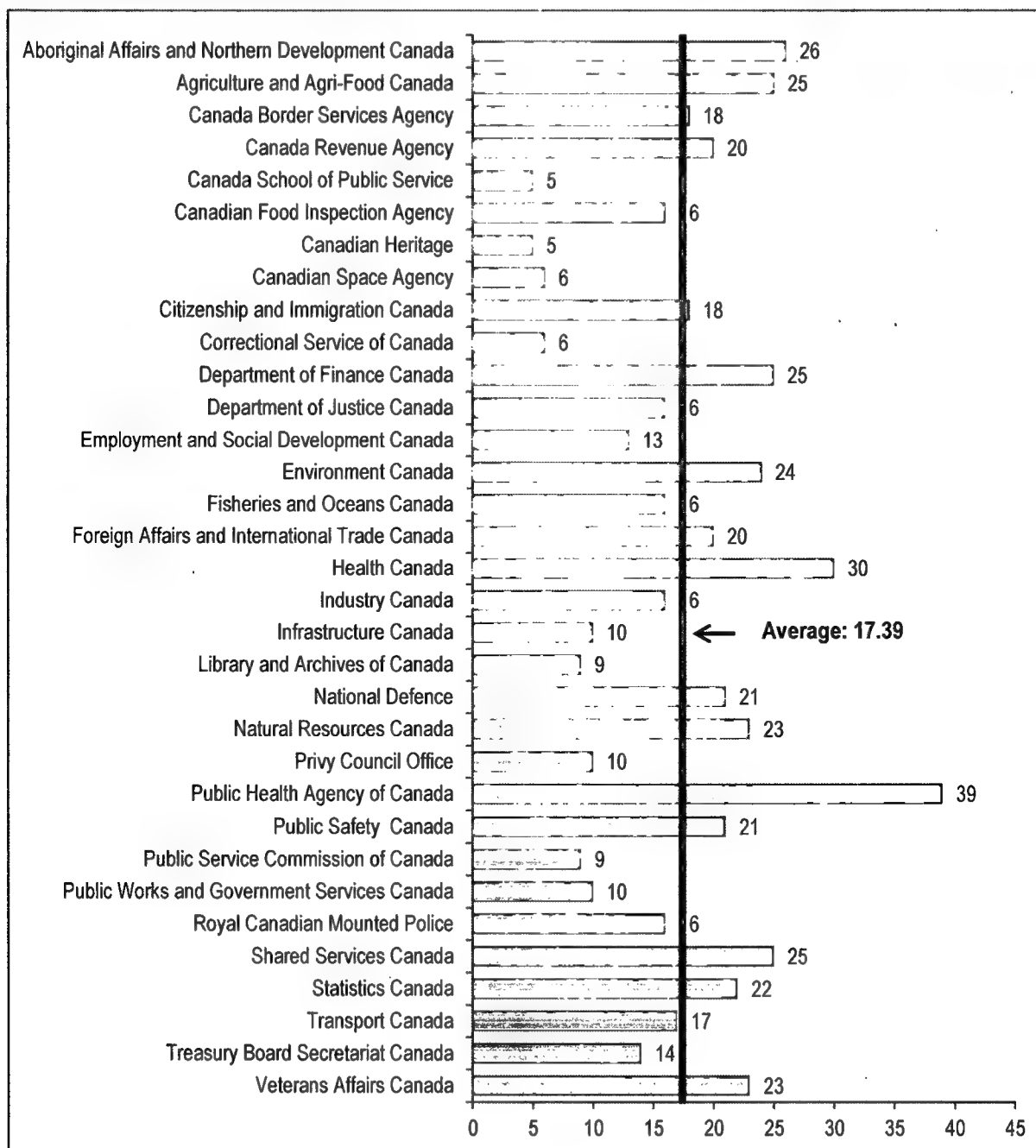
Calculation of measure: 2014 PSES: (Percentage of employees who strongly agree or somewhat agree to the question and whose first official language is English) - (Percentage of employees who strongly agree or somewhat agree to the question and whose first official language is French). These results represent the gaps between the perception of employees with English as a first language and French as a first language (based on positive responses). The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

11 During meetings in my work unit, I feel free to use the official language of my choice



The objective is to examine the gap between the perception of employees with English as a first official language and French as a first official language.

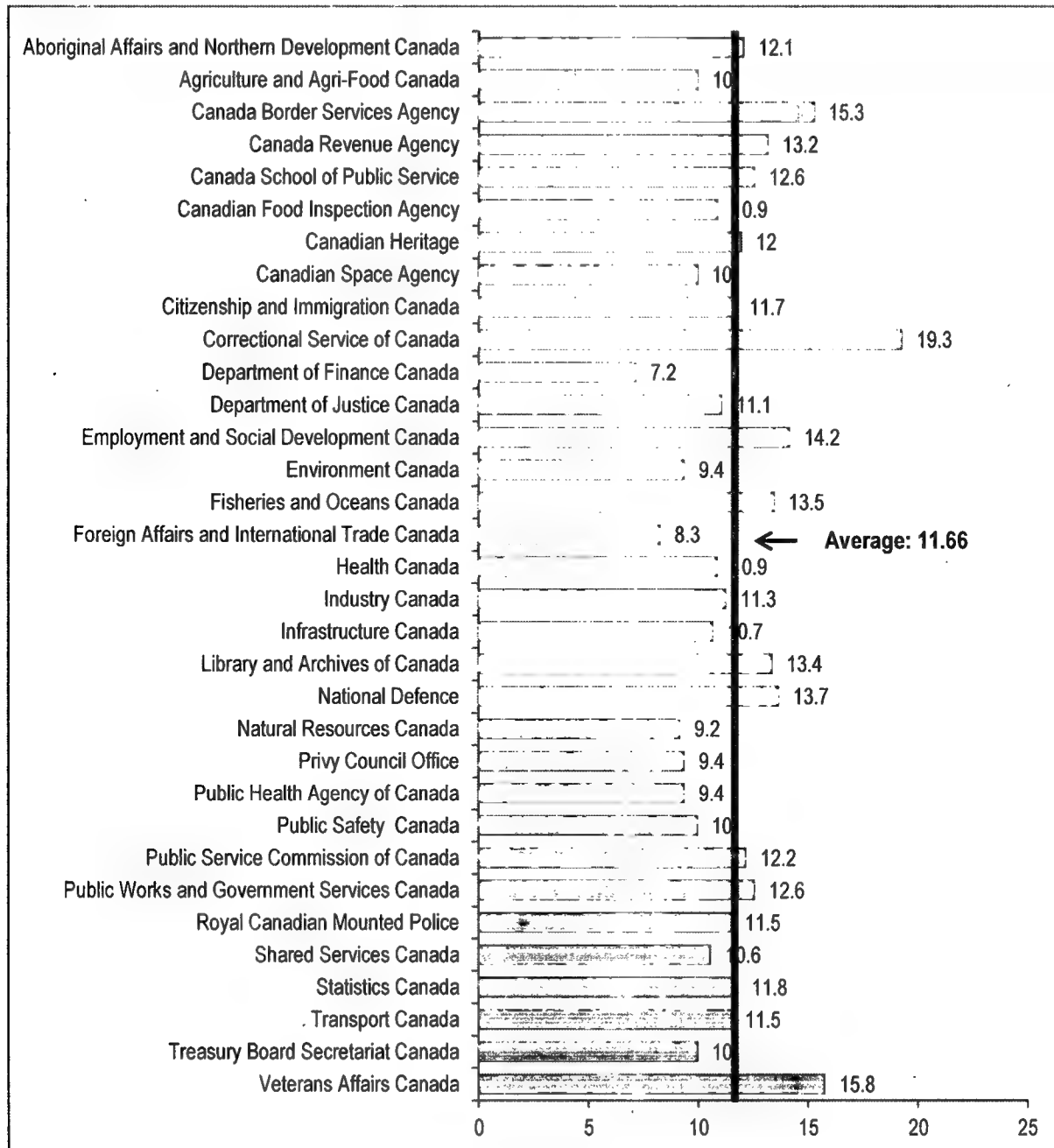
Calculation of measure: 2014 PSES: (Percentage of employees who strongly agree or somewhat agree to the question and whose first official language is English) - (Percentage of employees who strongly agree or somewhat agree to the question and whose first official language is French) These results represent the gaps between the perception of employees with English as a first language and French as a first language (based on positive responses). The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

13 What is the average number of paid (certified, uncertified, and on the job injury) sick days per Full Time Equivalent?



To measure the usage of sick days and identify average trends to inform decision-making.

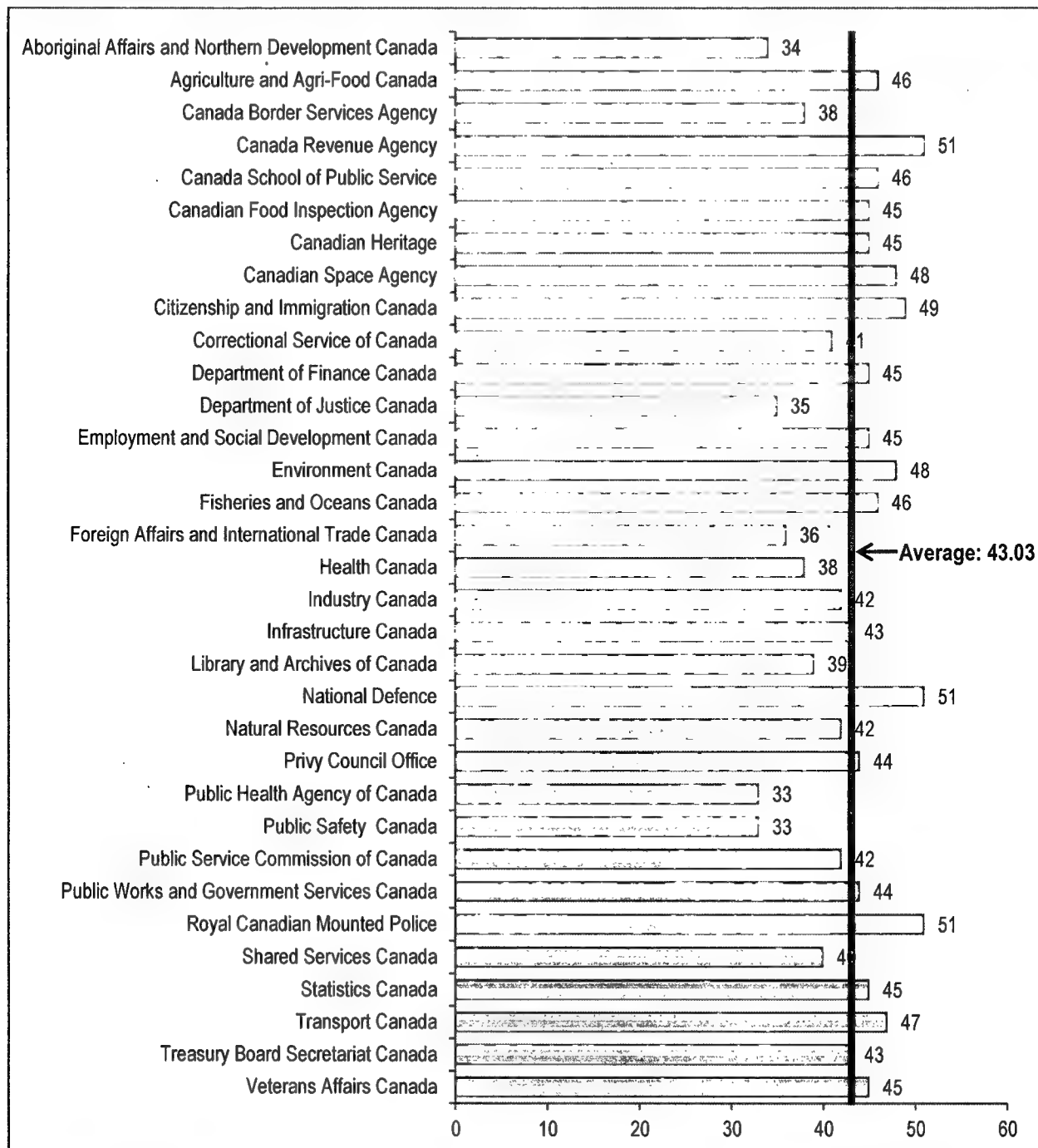
Calculation of measure: (Sum of the number of paid sick days (certified and uncertified) taken by employees during the period) / number of Full Time Equivalent (EFT). The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

14 I feel I can initiate a formal recourse process (e.g. grievance, complaint, appeal) without fear of reprisal



This measure is an indicator for how comfortable employees are in using the formal recourse process. Employees who are satisfied with the way complaints are resolved tend to have positive perception of values and ethics in the workplace, which in turn is highly correlated to engagement. This is also an important indicator of trust and confidence in management.

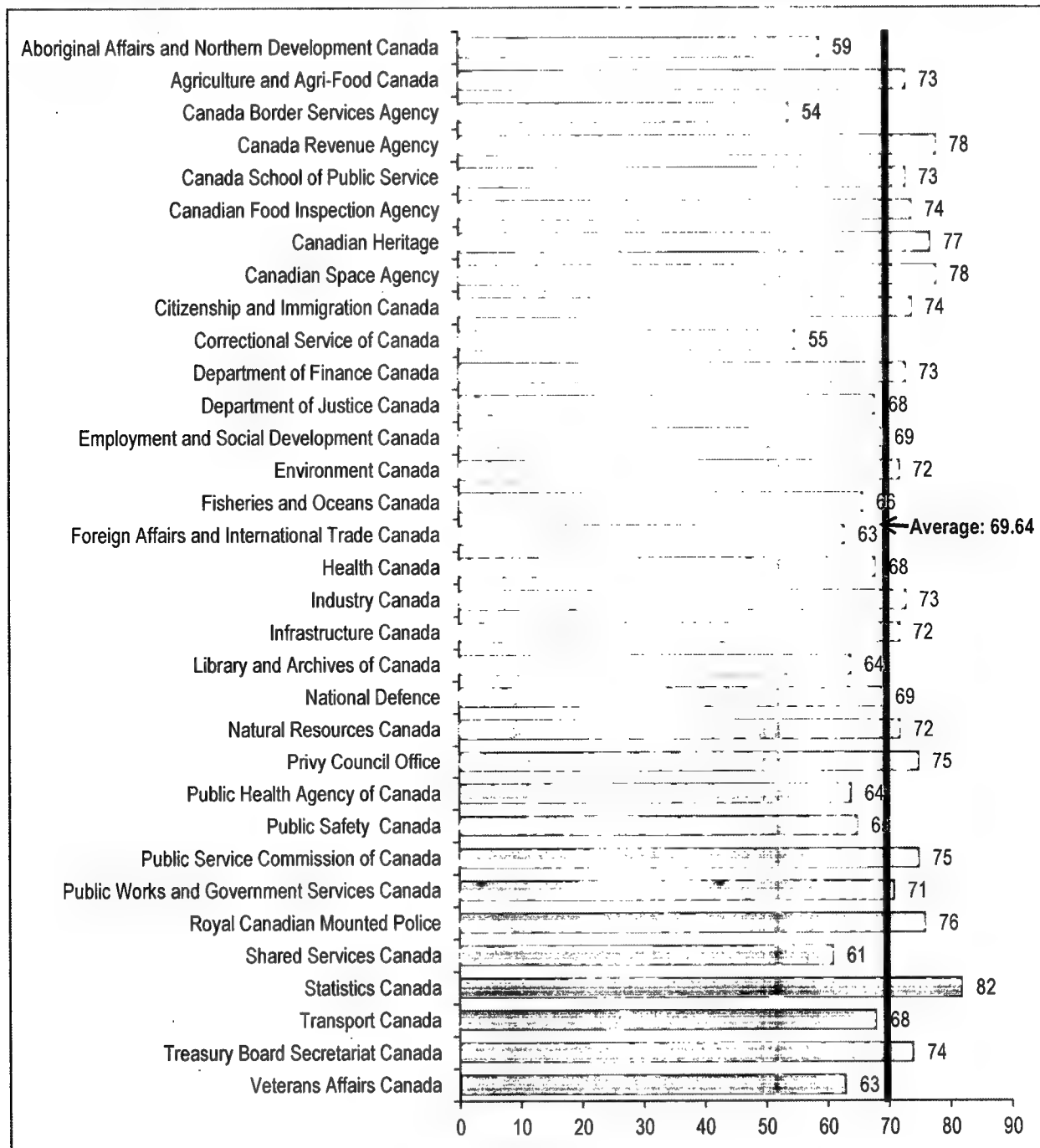
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

15 My department or agency works hard to create a workplace that prevents discrimination



To examine the extent to which employees are aware of the department's efforts to prevent discrimination. This may also be an indicator of the level of efforts by departments to prevent discrimination.

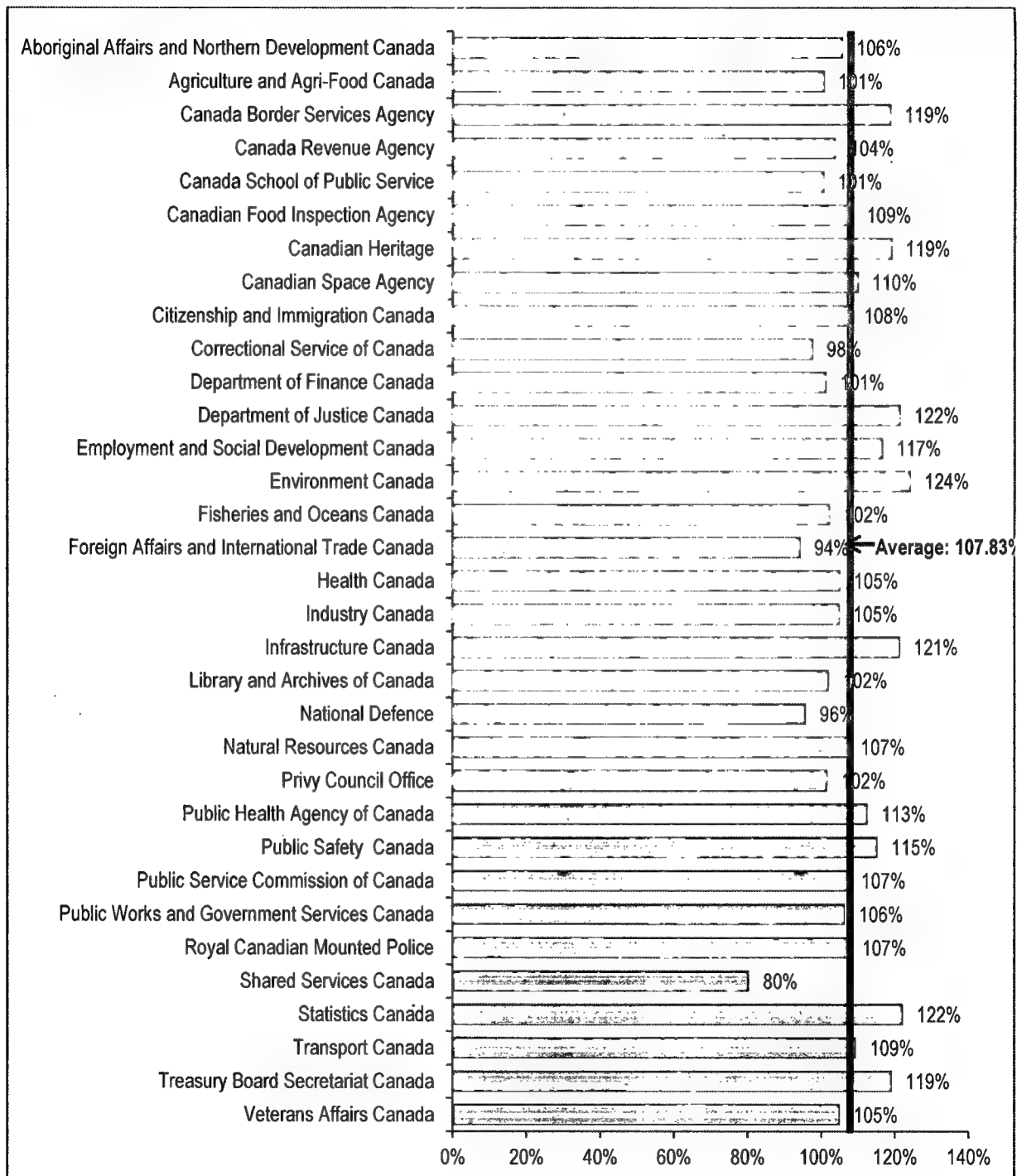
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

22.1 What is the Employment Equity (EE) Representation of designated groups in your department or agency? Women



To measure the extent to which departments and agencies meet the legislative requirements of the EE act.

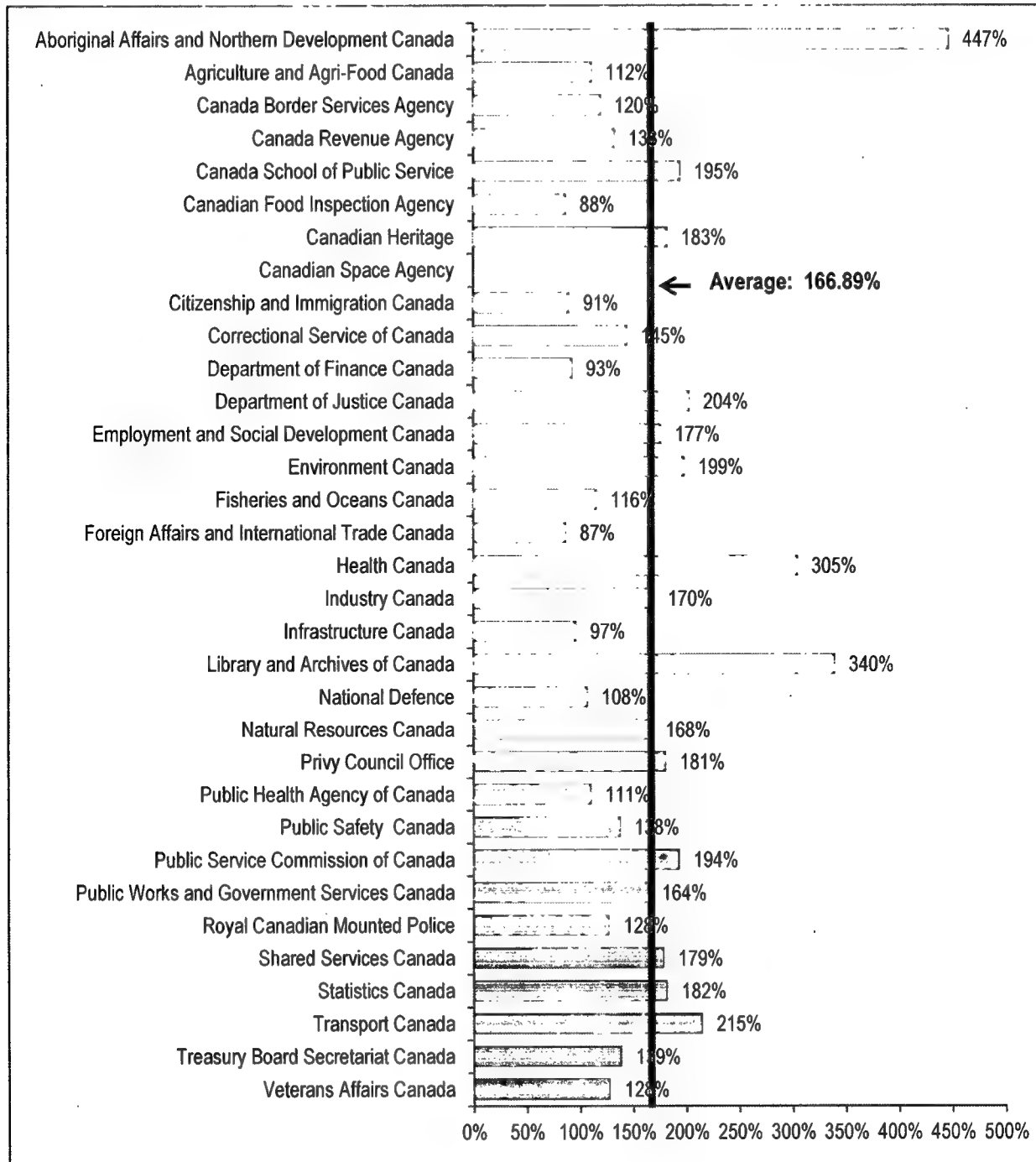
Calculation of measure: This calculation is done separately for each of the four designated groups: (number of designated group members) x 100% / (total number of employees) compared to workforce availability. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

22.2 What is the Employment Equity (EE) Representation of designated groups in your department or agency? Aboriginal Peoples



To measure the extent to which departments and agencies meet the legislative requirements of the EE act.

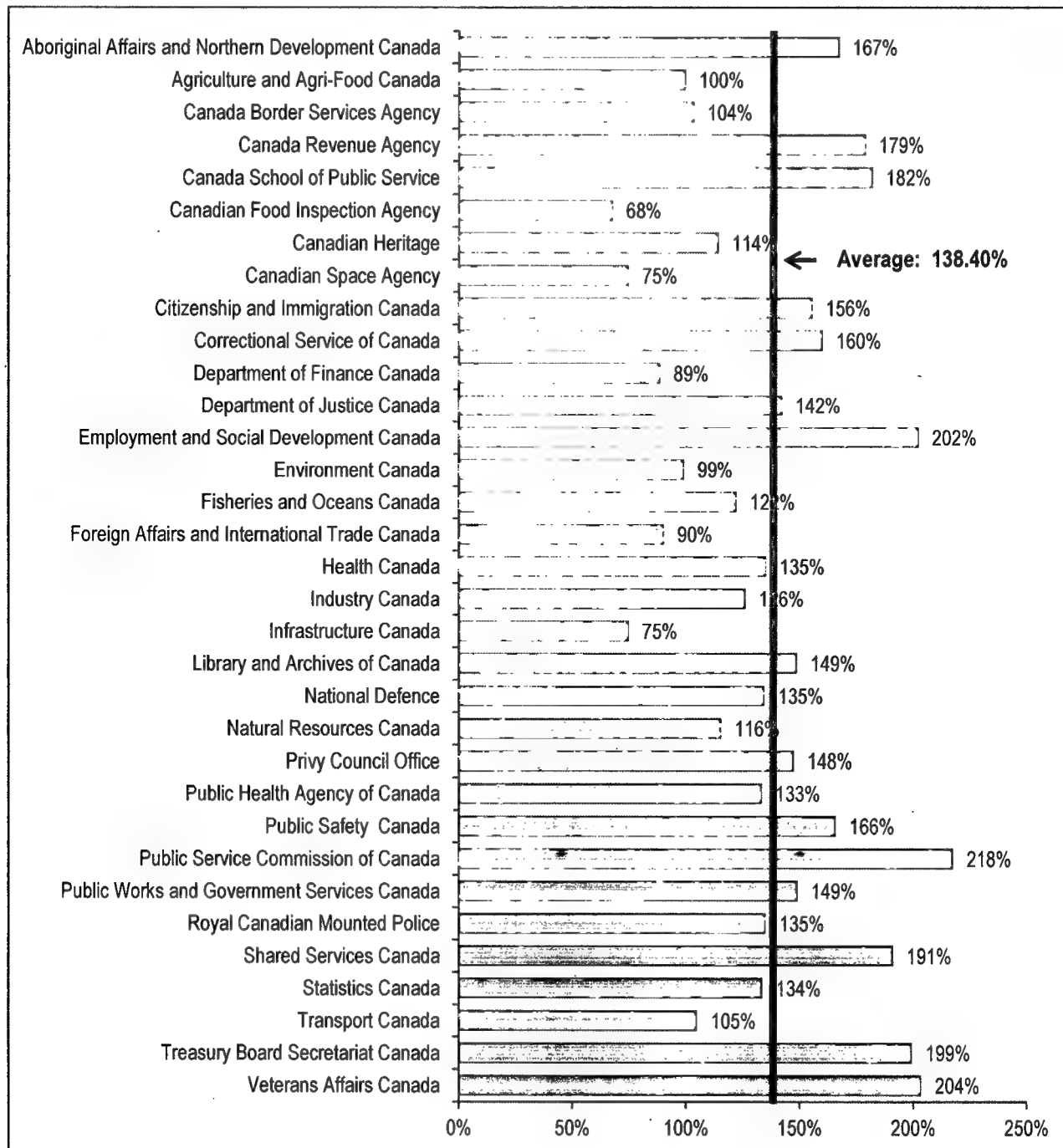
Calculation of measure: This calculation is done separately for each of the four designated groups: (number of designated group members) x 100% / (total number of employees) compared to workforce availability. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

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Department of Justice Canada

Part 3 – Comparative Tables People Management

22.3 What is the Employment Equity (EE) Representation of designated groups in your department or agency? Persons with disabilities



To measure the extent to which departments and agencies meet the legislative requirements of the EE act.

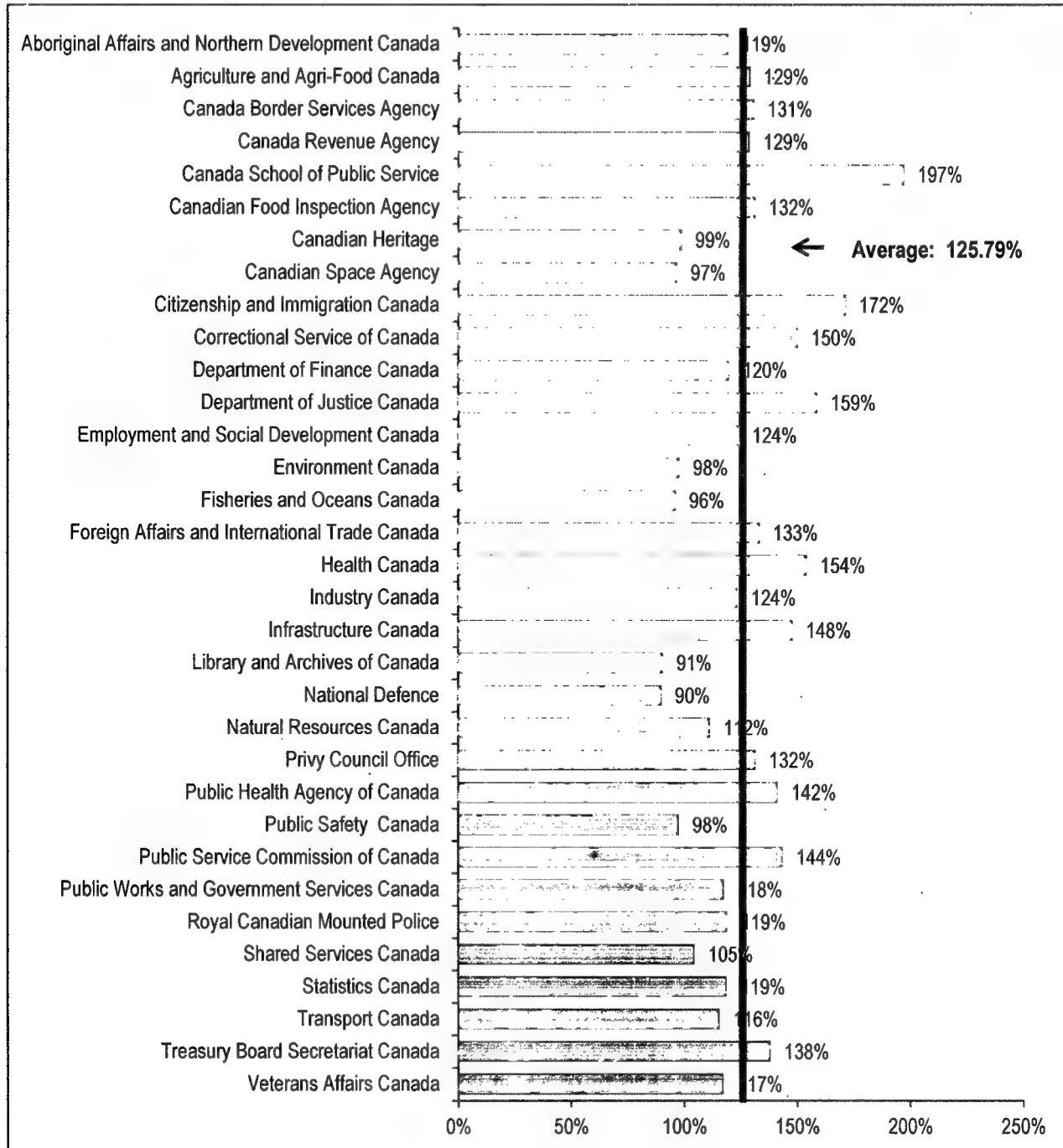
Calculation of measure: This calculation is done separately for each of the four designated groups: (number of designated group members) x 100% / (total number of employees) compared to workforce availability. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

22.4 What is the Employment Equity (EE) Representation of designated groups in your department or agency? Visible minorities



To measure the extent to which departments and agencies meet the legislative requirements of the EE act.

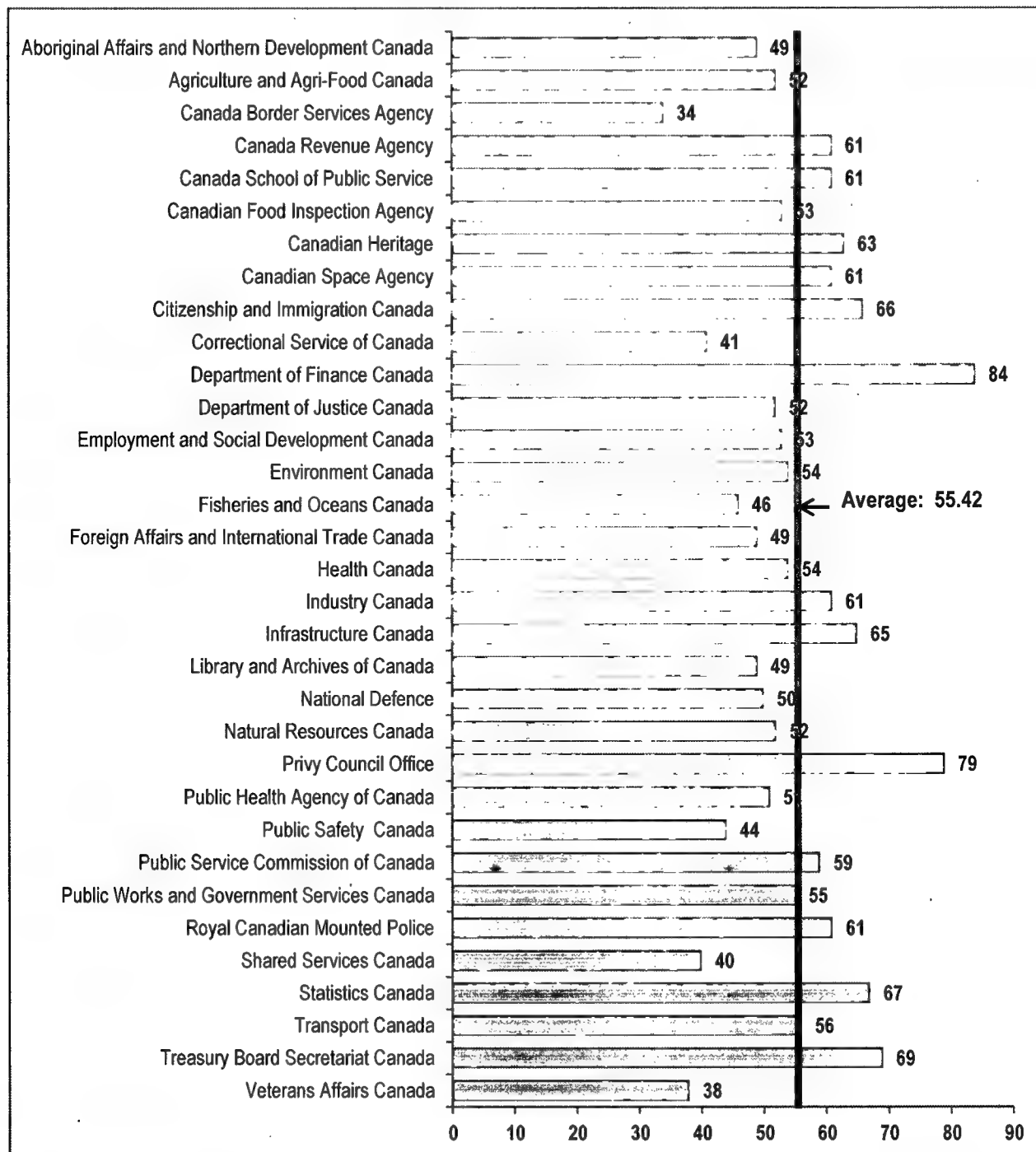
Calculation of measure: This calculation is done separately for each of the four designated groups: (number of designated group members) x 100% / (total number of employees) compared to workforce availability. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

30 I have confidence in the senior management of my department or agency



Confidence in senior management is linked to positive perceptions of the workplace, employee engagement and retention.

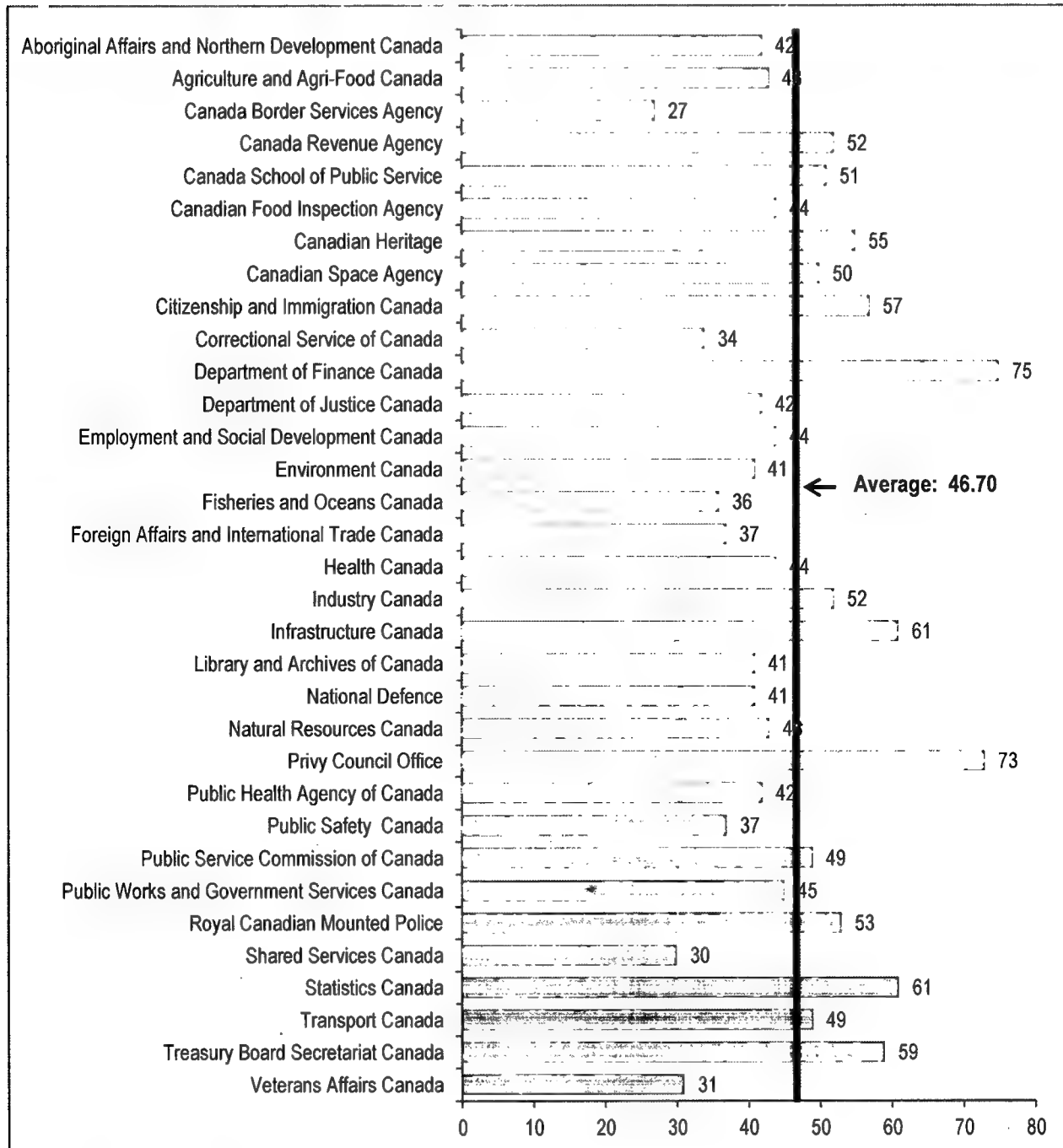
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

31 Senior management in my department or agency makes effective and timely decisions



Confidence in senior management is linked to positive perceptions of the workplace, employee engagement and retention.

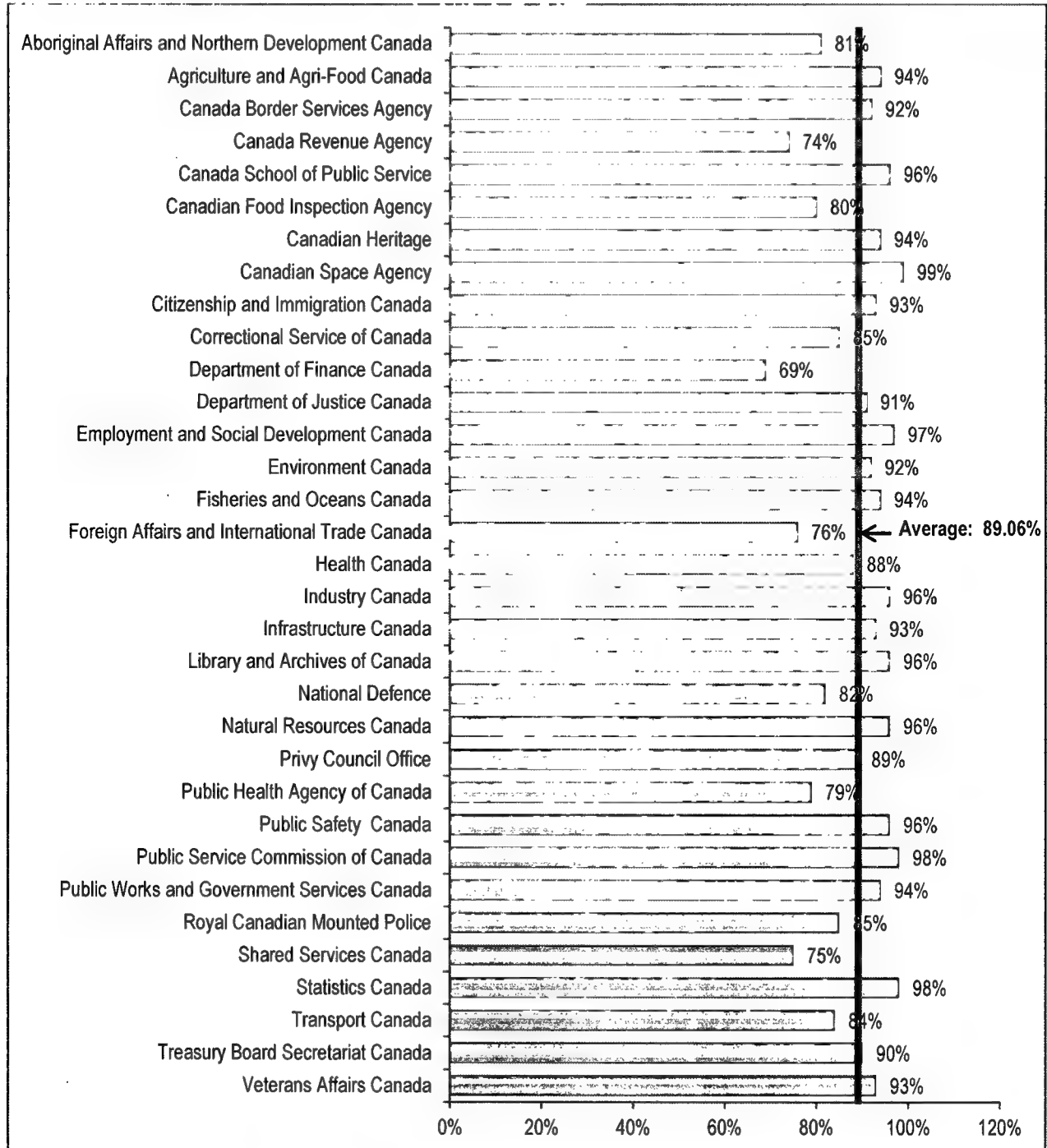
Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

38 What is the percentage (%) of employees in your department or agency that have documentation setting performance expectations/objectives?



To measure the extent to which departments and agencies meet the requirements of the TBS directive on Performance Management. This is the first year that the data for this measure is drawn from the new performance management system. The results on performance management are expected to further improve, over time as departments continue to implement the directive. Data is as of November 2014. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.

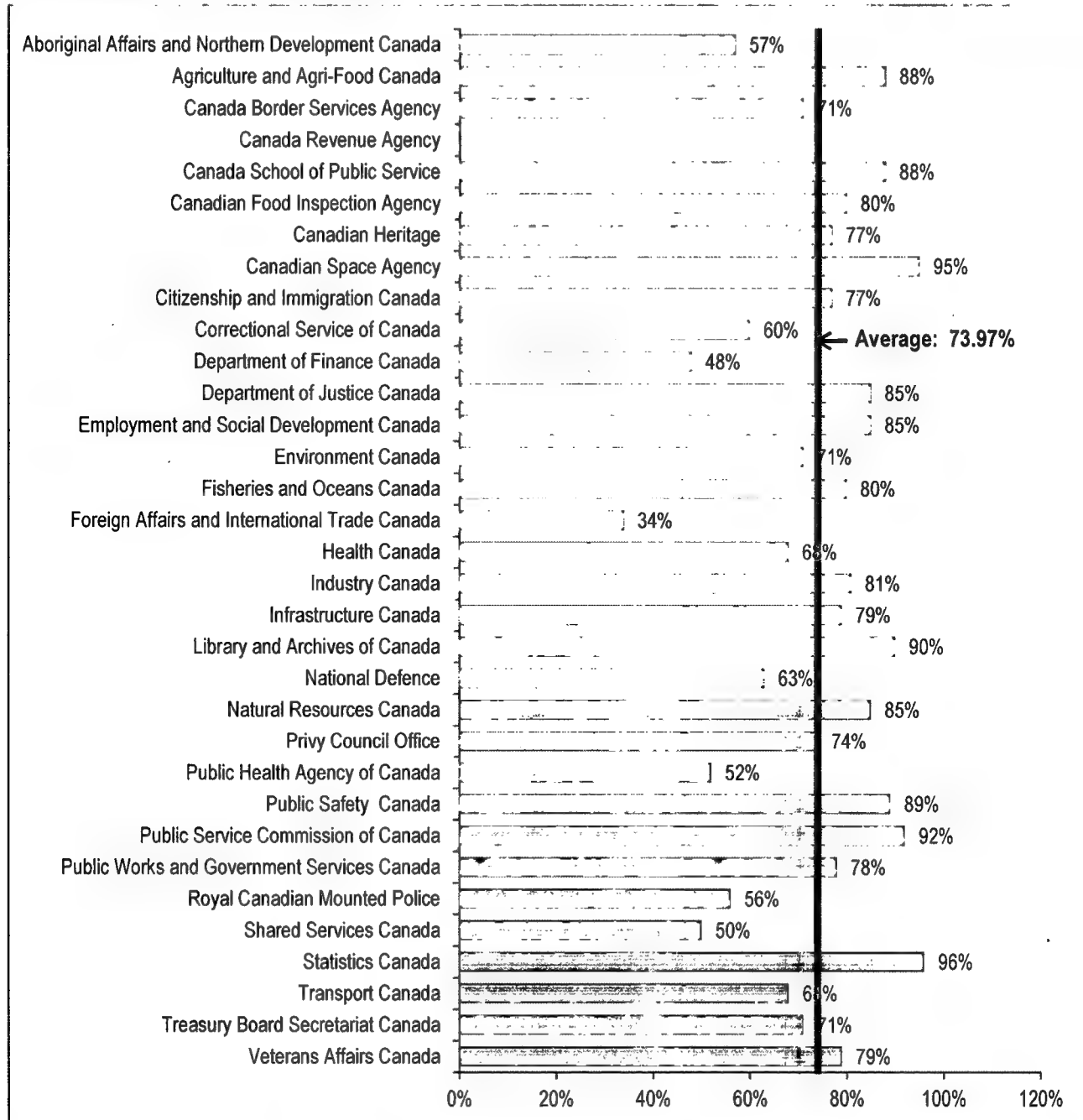
MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables

People Management

40 What is the percentage (%) of employees in your department or agency that had mid-year conversation(s) with their immediate supervisor to review performance?



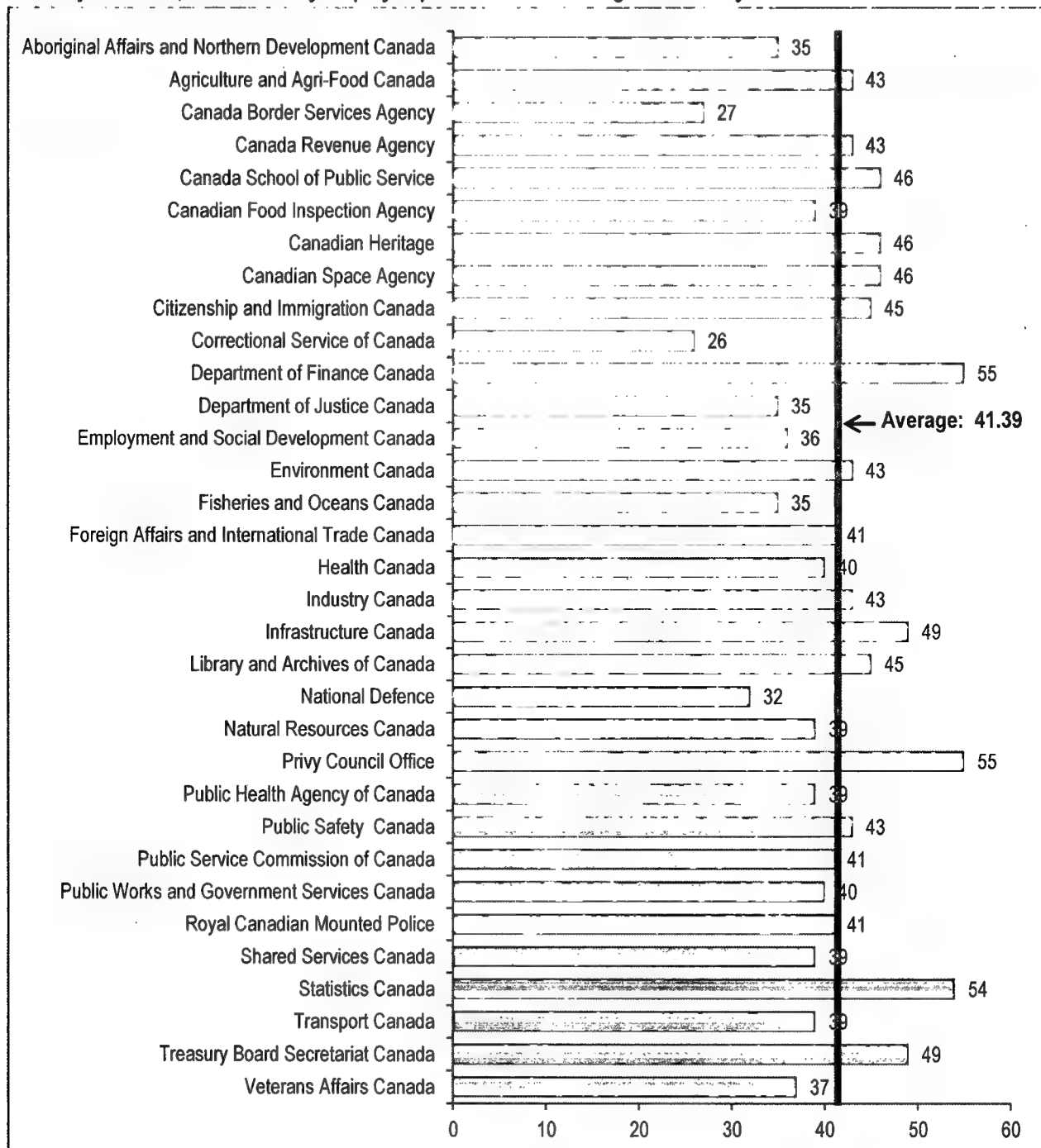
To measure the extent to which departments and agencies meet the requirements of the TBS directive on Performance Management. This is the first year that the data for this measure is drawn from the new performance management system. The results on performance management are expected to further improve, over time as departments continue to implement the directive. Data is as of November 2014. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management. In cases where data was not available or the question was not applicable, the result is blank.

MAF 2014-15 Departmental Report

Department of Justice Canada

Part 3 – Comparative Tables People Management

42 In my work unit, unsatisfactory employee performance is managed effectively



This measure examines the extent to which unsatisfactory performance is addressed promptly and discretely before it escalates and becomes a bigger problem.

Calculation of measure: 2014 PSES: Percentage of employees who strongly agree or somewhat agree. The average shown on the chart above is an un-weighted average of the results for the 33 large departments and agencies assessed under People Management.



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Department of Justice Canada

MAF 2015-16 Departmental Report

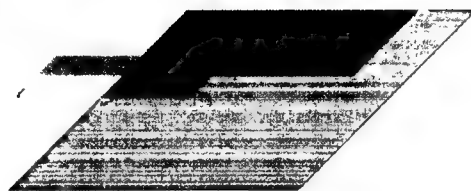
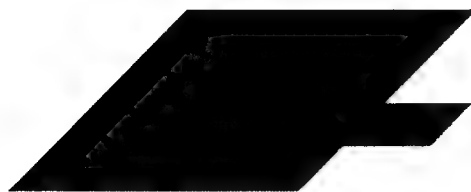




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Foreword

On behalf of the Treasury Board of Canada Secretariat (TBS), I am pleased to provide you with the Management Accountability Framework (MAF) 2015-16 Departmental Report for your department or agency.

The assessment results in this report provide insight into progress related to government-wide priorities and the state of policy implementation in areas such as controls over financial reporting, progress on open government and the management of people and human resources. The results are presented within a comparative context so you may situate the performance of your department or agency more broadly.

The MAF is an annual oversight and assurance tool for TBS and deputy heads. It fosters the improvement of management practices and performance in federal departments and agencies and tracks progress on transformational, government-wide initiatives. All participating organizations are assessed on four core Areas of Management (AoM), and select organizations are assessed on up to three department-specific AoMs.

The MAF is also used to develop and refine government-wide performance indicators for the following Internal Services program activities: human resources management, financial management, information management, information technology, real property, materiel and acquisition. Over time, these performance indicators will allow deputy heads to benchmark their organizations' performance and undertake trend analysis.

For MAF 2015-16, we made key changes to the Departmental Report in response to deputy head feedback from the previous MAF round. We have increased the amount of departmental context that is included with the results and are providing guidance on what the expected results are for all assessment questions.

Part 1 of the Departmental Report gives an overview of progress made by your department or agency since last year and identifies management priorities for next year. Part 2 highlights departmental performance for specific indicators that collectively provide a good representation of each AoM on which your organization was assessed. Note that when viewing the charts and graphs in Part 2, the numbers and bars in red refer to the departmental results. You may also access the Comparative Tables via the MAF Portal, which will provide you with an opportunity to see your departmental responses to all MAF questions on a comparative basis with other organizations.

I look forward to continuing the discussion with you on how we may further promote management excellence in the public service.

Sincerely,

Yaprak Baltacıoğlu

Secretary of the Treasury Board



Part 1: Overview

Organizational Context:

The Department of Justice Canada (JUS) oversees all matters relating to the administration of justice that fall within the federal domain to ensure a fair, relevant, and accessible Canadian justice system for all Canadians; provides a range of legal advisory, litigation and legislative services to government departments and agencies; and supports the Minister of Justice in advising Cabinet on all legal matters.

During the Management Accountability Framework (MAF) 2015-16 assessment period, JUS continued to develop strategies to support the conclusions of the horizontal review of legal services, working in collaboration with clients, as part of the Department's commitment to strengthen cost containment and expenditure management.

A key priority for JUS over this period was to support victims of crime, which included developing a Victims Bill of Rights and increasing grants and contribution programs to promote access to justice for victims of crime, help victims to participate in the justice system, and increase awareness of issues faced by victims of crime.

In the coming months, JUS will be focusing on delivering on government priorities, which include a review of the changes in our criminal justice system and sentencing reforms over the past decade, responding to the Supreme Court of Canada decision regarding physician-assisted death, creating a federal-provincial-territorial process that will lead to the legalization and regulation of marijuana and developing an approach to an inquiry into murdered and missing Indigenous women and girls in Canada.

For the 2015-16 MAF cycle, the Department of Justice Canada was assessed on the four core Areas of Management (AoM): Financial Management; People Management; Information Management and Information Technology (IM/IT) Management; and, Management of Integrated Risk, Planning and Performance.

TBS Observations:

JUS is to be commended for its results in the following areas:

- IM/IT Leadership and Workforce Capacity (IM/IT Management)
 - JUS had 40% of its overall executive community who completed the IT sub-questionnaire, surpassing the 10% expected as a best practice. 100% of IM/IT executives completed the sub-questionnaire. These best practices will contribute to government-wide talent management and succession planning for the IM/IT Executive Community.
- Program Service Enablement (IM/IT Management)
 - JUS completed 88% of its planned paper and 95% of its planned electronic disposition activities in 2014-15, well above the average across government.

JUS has made progress in the following areas since last year's MAF assessment:

- Performance Management, Talent Management and Employee Learning (People Management)
 - JUS results on performance management have improved over last year and are above the LDAs averages. 96% of employees have performance objectives in place, 86% have had mid-year reviews and 95% have a learning plan.

Part 1: Overview

- Resource Management (Financial Management)
 - JUS provided managers with access to their approved budget 30 days following the start of the fiscal year, an improvement from the previous year.

TBS has identified the following management priorities for JUS in the coming year:

- Internal Control Management (Financial Management)
 - JUS has 78% (or \$9.6M) of accounts receivable outstanding over 365 days and these receivables are comprised of processing fees administered under the Family Support Orders and Agreements Garnishment Regulations. It is important to note that in some instances, the issues pertaining to accounts receivables are beyond the control of the Department and are attributed to the regulations which constrain the manner and extent of recovering these processing fees. JUS is encouraged to actively pursue the collection of all account receivables, charge interest on overdue accounts and to take timely action regarding adjusting the status of any debts that are deemed uncollectible.
- Use of Performance Information in Decision-Making (Management of Integrated Risk, Planning and Performance)
 - JUS does not consistently use performance information to identify risks, establish priorities and/or support resource allocation decisions. JUS is encouraged to strengthen its use of performance information to ensure that results are being achieved and resources are being aligned appropriately.



Financial Management

Key Areas Highlighted



Resource Management

Management of public funds is supported by effective planning.



Internal Controls

Public resources are effectively managed internally.



Transfer Payments

Reasonable and practical service for transfer payment programs.



Financial Reporting

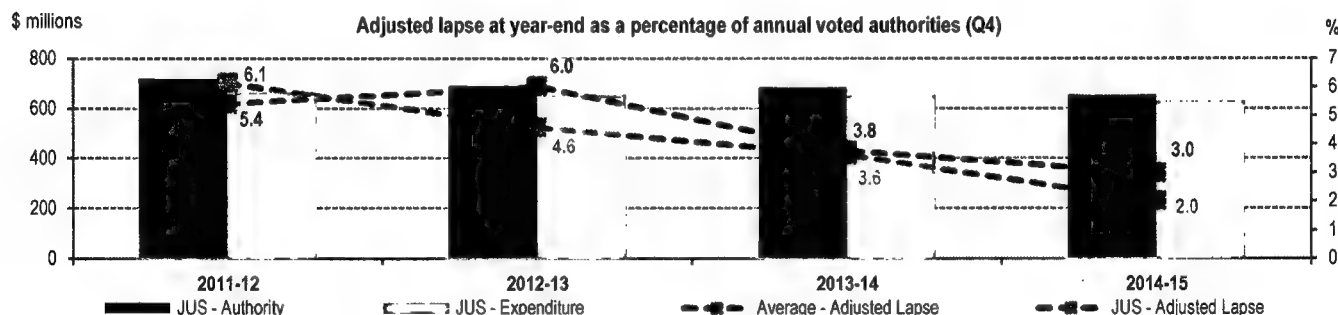
Reliable reporting on how the Government spends public funds.

The objective of this Area of Management (AoM) is to assess financial management practices and performance in key areas, as well as to assess compliance with selected Treasury Board policy instruments.



Resource Management

The amount of lapsed funds at year-end can provide insight into an organization's planning, budgeting, monitoring and reporting practices. The effective management of public funds depends on reliable information and the sound analysis of that information. If an organization regularly lapses amounts less than 2% or greater than 5% of voted authorities, there may be a need to identify the underlying drivers of the lapse and determine whether actions are required.



The JUS adjusted lapse as a percentage of total voted authorities has been decreasing from 2011-12 to 2014-15 and is now within the target range.

JUS provided managers with access to their approved budget 30 days following the start of the 2015-16 fiscal year. This is earlier than the previous fiscal year.



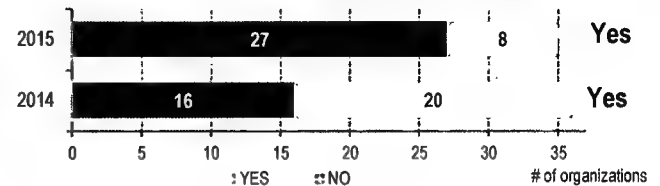
Financial Management



Internal Control Management

The *Policy on Internal Control (PIC)* requires deputy heads to ensure the maintenance of effective internal control over financial reporting in order to mitigate risks to programs, operations and resource management. This includes an annual risk-based assessment of internal controls to determine their on-going effectiveness.

Organizations that have implemented a risk-based ongoing monitoring program for all three control areas (Q6)



Having an Internal Control Management Framework in place is an indication of maturity with respect to internally instituted roles, responsibilities, disclosure and governance of a department's internal controls.

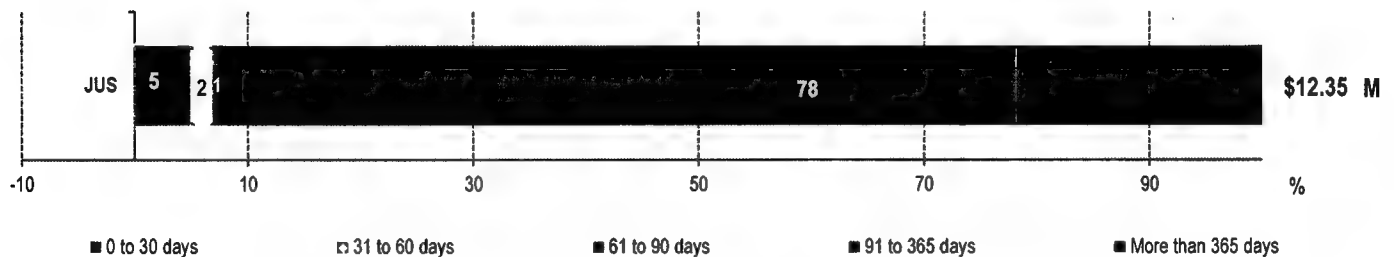
JUS is continuously monitoring the effectiveness of its internal controls over financial reporting and has an Internal Control Management Framework in place. JUS is encouraged to maintain the progress it has made in this area and to continue participating in the PIC Working Group.

The *Directive on Payment Requisitioning and Cheque Control* requires that suppliers of goods and services are paid on the due date and that interest is paid on payments made later than the due date. In most cases, the standard 30-day payment term is used and starts as soon as an invoice is received, or the goods and services are accepted, whichever is later. The late payment of invoices has been identified as an issue that negatively impacts suppliers and, in particular, small businesses.

In 2014-15, JUS paid 90% of its payments to suppliers on time and automatically paid interest on late payments.

The *Directive on Receivables Management* requires that departments recognize and record receivable transactions in departmental accounts and take appropriate, timely and cost-effective collections actions. The aging of accounts receivable indicates the length of time that money has been owed to the Crown.

Percentage of outstanding accounts receivable of the organization as of March 31st 2015 - Q12



As of March 31, 2015, 78% (or \$9.6M) of JUS' accounts receivable were outstanding over 365 days. These receivables are comprised of processing fees administered under the *Family Support Orders and Agreements Garnishment Regulations*. The accounts receivables are mainly attributable to the regulations which constrain the manner and extent of recovering these processing fees.

JUS is encouraged to actively pursue the collection of all accounts receivables and to charge interest on overdue accounts. When the debts are deemed uncollectible, JUS is encouraged to take timely action regarding the write-off, remission, forgiveness, or waiving of debts.



Financial Management



Transfer Payments

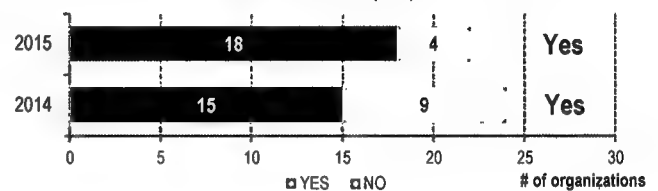
The *Policy on Transfer Payments* requires departments to establish reasonable and practical service standards for transfer payment programs. Evidence suggests that departments have room to improve in this area.

Progress on this element has a direct impact on applicants and recipients and is an important part of the *Government Action Plan to Reform the Administration of Grant and Contribution Programs*.

Furthermore the *Policy on Service* requires that service standards and real-time service delivery performance information for priority services are available to clients on Canada.ca for external services.

JUS has developed service standards, measures its performance annually, and posts the standards on its website. However, it does not make its service standard performance results public.

Organizations that measure performance against the service standards on an annual basis (Q15)



External Financial Reporting

Canadians and parliamentarians expect timely and reliable reporting that provides transparency and accountability for how government spends public funds to achieve results.

The financial information submitted in support of the Fiscal Monitor and the Public Accounts of Canada was accurate. No significant errors were identified during the audit of the Public Accounts of Canada.

JUS' financial statements were found to be compliant with reporting requirements.



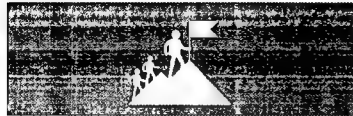
People Management

Key Areas Highlighted



Work Culture

Fosters respect and trust, people skills and employee well-being.



Leadership

Seasoned leaders who generate employee engagement.



Talent Management

Successful talent management facilitates effective delivery of strategic and operational goals.



Service Standards

Essential for efficient and effective client-centred services.

Effective people management is a cornerstone of a high-performing public service and a key enabler in building Canadians' trust in government. Significant progress in modernizing human resources has been made in recent years in the Government of Canada. The objective of this Area of Management (AoM) is to assess people management practices and performance across the public service to provide deputy heads and heads of human resources with information on trends and issues, to enable the development of evidence-based people management strategies.

The 2015-16 People Management methodology is comprised of measures organized around four areas: workforce and work culture, leadership and employee engagement, performance management and employee learning, and human resources service standards. The introduction of the new measures on human resources service standards reflects the Government's commitment to maintain efficient and effective client-centred services that support the achievement of program delivery objectives.



Workforce and Work Culture

The Government of Canada is committed to ensuring a respectful workplace for all employees, free of harassment and discrimination, as well as a diverse, flexible and agile workforce capable of adapting quickly to changing priorities.

Values and Ethics

The *Policy on Conflict of Interest and Post-Employment* complements the *Values and Ethics Code for the Public Sector* and describes deputy heads' responsibilities in terms of education and oversight in managing conflicts of interest and post-employment situations for employees in designated positions. Raising awareness regularly and on an individual basis, as well as providing advice and information about the designated positions and the associated responsibilities, is essential in that process.

The Department of Justice Canada (JUS) reports good practices in ensuring that employees subject to the *Policy on Conflict of Interest and Post-Employment* are aware of their responsibilities, as per the requirements of the policy.

The *Values and Ethics Code for the Public Sector* outlines the values and expected behaviours that guide public servants in all activities related to their professional duties. In addition, each organization is required to implement its own organizational code, consistent with the Public Sector Code. Ensuring employees' awareness of their obligations and expected behaviours under the *Values and Ethics Code* and the organizational code is essential, as both codes are terms and conditions of employment in the public service.



People Management

Departments are responsible for promoting Public Service values and expected behaviours by integrating the Codes into activities throughout the organization so that the values become living principles, practiced every day in the workplace. JUS is undertaking a number of activities to ensure that employees are aware of their obligations and expected behaviours under the Code. Enabling employees to commit to these values and to adhere to the expected behaviours contributes to creating a respectful workplace and strengthening an ethical culture in the organization.

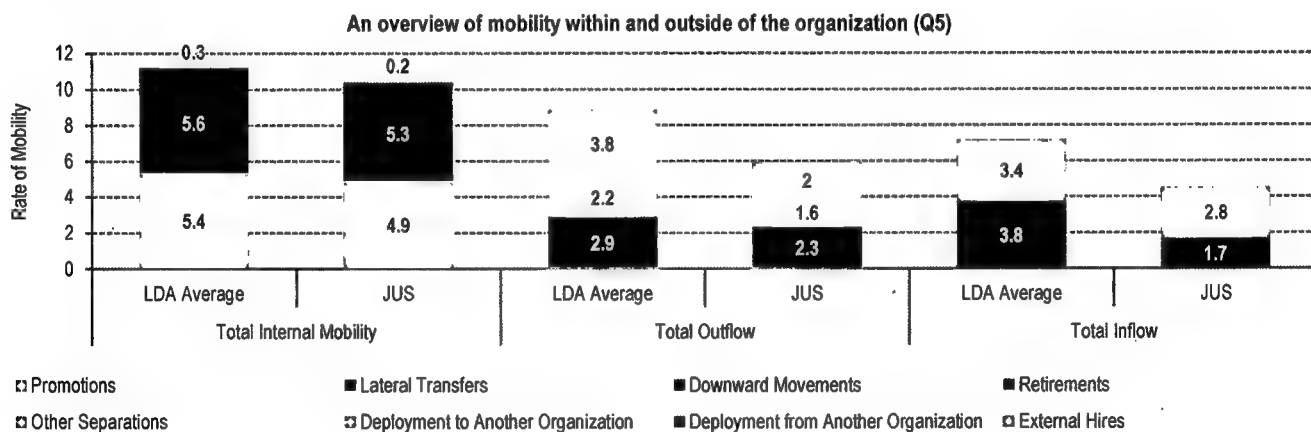
Official Languages

Organizations are expected to create, reflect and maintain a work environment that is conducive to the use of both official languages and in which employees are encouraged to use the official languages of their choice in the workplace. The measures on official languages provide an indication of the extent to which departments and agencies meet the requirements of the *Policy on Official Languages*.

At JUS, employees' performance agreements include performance objectives related to Parts IV, V, VI and VII of the *Official Languages Act* (OLA). JUS reports having mechanisms in place to regularly monitor the implementation of those parts of the OLA and to inform the deputy head of the results.

Employee Retention, Mobility and Work Culture

An overall portrait of recruitment, internal mobility, and departures is important in informing workforce planning and retention strategies.



The overall internal mobility rate within JUS is 10.4%, lower than the LDA average (11.2%). Within JUS, 4.9% of employees were promoted into positions of greater responsibilities and 5.3% moved laterally. Internal mobility contributes to employee development, by allowing employees to acquire new skills sets, while broadening their experience. Mobility within organizations supports agility in the workforce and enhances responsiveness by enabling rapid deployment and access to skills and expertise to respond to emerging needs. Planned mobility in the context of talent management, strategic workforce planning and informed employee career paths is a best practice as it contributes to broadening employees' perspectives, improving workforce capability and strengthening workforce management practices, while ensuring that the right people are placed in the right job at the right time.

The total departure rate for JUS is 6%, lower than the LDA average of 8.9%. Departure rates include 2% for deployments to another department or agency, 2.3% for retirements and 1.6% due to other reasons.

People Management

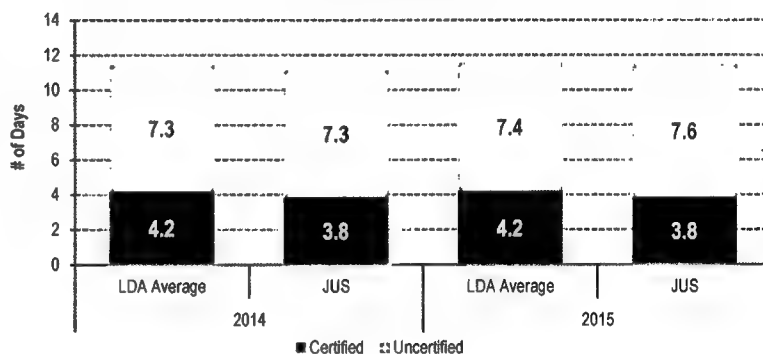
The overall proportion of new indeterminate employees to JUS is 4.4%, with 1.7% deployed from another department or agency, and 2.8% hired from outside of the public service. JUS's hiring rate is lower than the LDA average (7.2%).

JUS's departure rate (6%) is higher than its hiring rate (4.4%). A higher departure rate could result in a loss of corporate knowledge and skills within the organization. On the other hand, investment in recruitment of recent graduates with adaptable skills and leadership potential, experienced professionals and candidates with specialized expertise could contribute to a more dynamic, diverse and innovative workforce. Further analysis around potential skills gaps will inform strategic workforce planning and renewal strategies to fulfill future staffing needs within the organization.

The number of paid sick days per Full Time Equivalent is a key metric that provides useful information for the management of sick leave in the federal public service and the development of workplace and wellness strategies in the workplace.

The average number of paid sick days used at JUS in FY 2014-15 is 11.5 days, comparable to FY 2013-14 and to the LDA average (11.6 days).

The average number of paid (certified and uncertified) sick days per Full Time Equivalent (Q6)



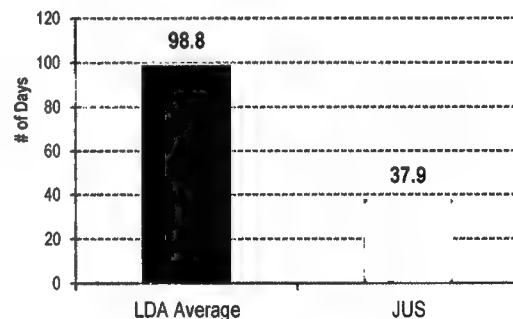
Succession Planning and Employment Equity

The number of days key positions remain vacant provides an indication of the effectiveness of succession planning practices in departments and agencies.

On average, key positions remained vacant for 37.9 days at JUS, higher than last year (28.5 days) but lower than the LDA average of 98.8 days. JUS should continue to ensure that key vacant positions are staffed in a timely manner.

The *Employment Equity Act* requires employers to monitor and, where necessary, enhance the representativeness of its workforce for the four designated groups: women, Aboriginal peoples, persons with disabilities, and visible minorities. Workforce availability (WFA) estimates allow federal organizations to compare the representation of the employment equity designated groups in their organizations with the WFA by designated group in the labour pool from which they can recruit.

Average number of days key positions remain vacant (Q7.3)

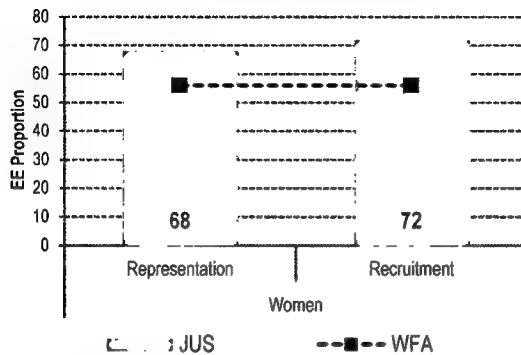


For federal public service purposes, WFA is based on the population of Canadian citizens who are active in the workforce and work in those occupations that correspond to the occupations in the public service. The estimates are derived from the 2011 National Household Survey and the 2012 Canadian Survey on Disabilities. As a result of these new figures, the evaluation of the representation of designated groups in departments has changed since last year.

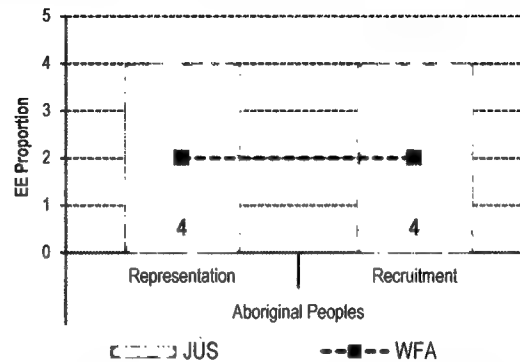


People Management

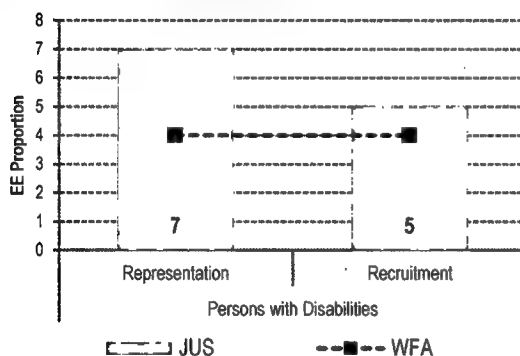
Representation and Recruitment of Women (Q8)



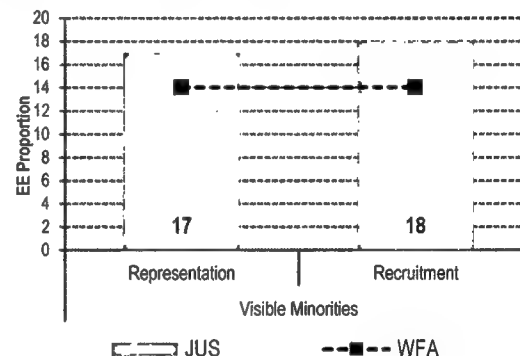
Representation and Recruitment of Aboriginal Peoples (Q9)



Representation and Recruitment of Persons with Disabilities (Q10)



Representation and Recruitment of Visible Minorities (Q11)



Departments and agencies should strive to achieve a level of employment equity representation and hiring that meets or exceeds the availability of the designated group in the workforce. In addition, promotions and turnover are to be considered in light of the representation of the designated group in the department or agency. Promotions should meet or exceed the representation within the department or agency, whereas turnover should be equal to or below the representation within the department or agency.

The representation and recruitment of all designated groups in JUS are above their workforce availability.

Overall, JUS should continue to monitor the representation of all four groups and focus efforts towards their retention, to sustain an equitable representation of the employment equity groups in the organization. Further analysis of the results will allow the Department to strengthen its employment equity strategies as well as guide actions around recruitment, retention and development of designated groups.



People Management



Leadership and Employee Engagement

Effective leadership and employee engagement are central to the efficiency of the public service and the quality of services offered by the Government of Canada.

Leadership

The leadership measures provide information on the stability of the executive cadre in an organization. The depth and breadth of the knowledge and experience of executives has an impact on their ability to deliver on government priorities as well as on their organization's mandate.

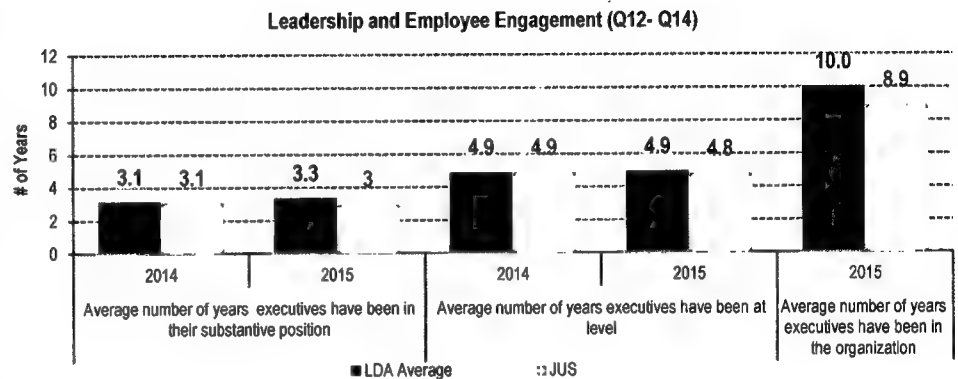
The leadership cadre in JUS is stable. Overall, the measures of leadership stability indicate that JUS executives have less years of experience compared to the LDA average. On average, executives have been in their substantive position for 3.0 years, lower than the LDA average of 3.3 years. They have been at level for 4.8 years, comparable to the LDA average of 4.9 years. Furthermore, JUS executives have a total average of 8.9 years in the organization, which is below the LDA average of 10 years. These trends at JUS are comparable to last year.

In addition, the percentage of executives working in an acting capacity at JUS is 14.5%, which is above the average of 10%. Further analysis of leadership stability and proportion of the acting population within JUS could inform future talent management and successful succession planning strategies.

Employee Engagement

PSES results provide information on the views of all employees of the federal public sector about their workplace. The results shape the corporate management agendas and priorities and generate concrete actions in organizations in support of a high performing and engaged public service.

In response to the 2014 PSES results, JUS identified leadership (senior management), employee engagement, empowerment of employees, organizational goals, and discrimination as their priority areas for action. Acting on PSES results is an opportunity for departments and agencies to take concrete steps to strengthen people management and employee engagement, to identify and implement solutions to address issues raised in the survey.





People Management



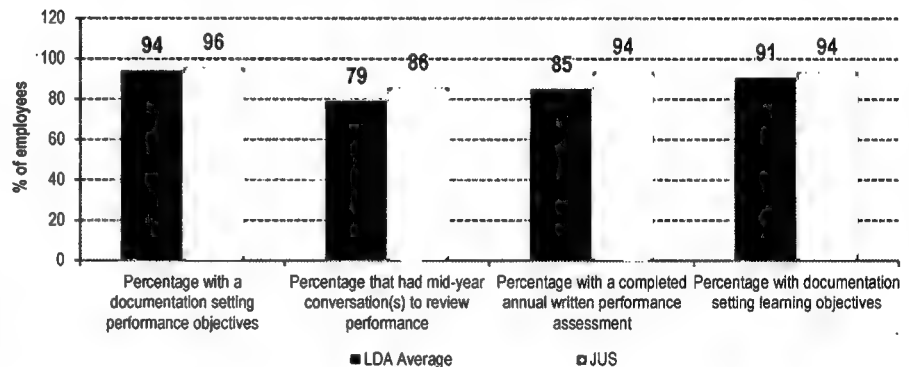
Performance Management, Talent Management, and Employee Learning

Performance and Talent Management

The *Directive on Performance Management*, effective April 1, 2014, requires all employees to have documentation setting performance objectives, a learning plan, a mid-year conversation and a completed annual written performance assessment. Successful performance management facilitates the effective delivery of strategic and operational goals.

Overall JUS's results on performance management have improved over last year. In JUS, 96% of employees have performance objectives set in place for 2015-2016, higher than last year (91%) and 86% have had conversations with their immediate supervisor at mid-year to review their performance, higher than last year (85%). In reference to the 2014-2015 performance management cycle, 94% of JUS employees had a completed written annual performance assessment. Finally, 94% of JUS employees have a learning plan, higher than last year (89%).

Performance Management and Employee Learning (Q17, Q18, Q19, Q22)



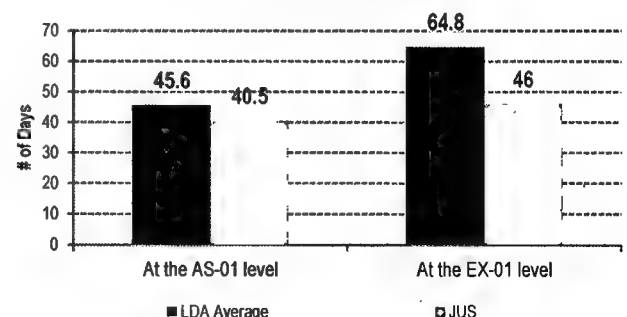
In JUS, 93% of employees amongst those with an unsatisfactory performance and/or whose management requested an action plan have one in place. In addition, 78% of employees among JUS employees who have surpassed their performance objectives and/or who have been identified to have a talent management plan have one in place. JUS should continue to address performance issues and focus efforts towards talent management to create the conditions that enable its employees to perform at their best and contribute to support a skilled, agile and competent workforce.



Service Standards

Various initiatives underway, including *myGCHR*, *Classification Renewal* and *Policy Suite Reset* will support effective, efficient and consistent people management across the federal public service, meeting the evolving business needs of departments and agencies and enabling strategic workforce management, while improving workforce productivity. With multiple transformational changes in people management and HR occurring simultaneously, sustained and coordinated efforts will be required to continue shifting the focus of HR to strategic, value-added activities, while maximizing efficiencies.

Number of days taken to staff indeterminately a vacant position using an internal hiring process (Q23)





People Management

Service standards are essential for maintaining efficient and effective client-centred services that support the achievement of program delivery objectives.

The time to staff measure represents the average number of days elapsed between the day the HR division was contacted to initiate the staffing action to the day the letter of offer was issued for staffing of positions. The average number of days to staff indeterminately a vacant AS-01 position was 40.5 days, below the LDA average (45.6 days), and 46 days for a vacant EX-01 position, below the LDA average (64.8 days). JUS should continue to ensure that these positions are filled in a timely manner.

Among all occupied positions at JUS, 17.6% of job descriptions are older than five years, below the LDA average of 43.6%. Generic and standardized work descriptions can assist departments and agencies by simplifying classification and reducing time to staff while enabling career development and increased mobility through competency-based management.

At JUS, 34.7% of all vacant positions have been vacant for two or more years, higher than the LDA average of 26.5%. Lastly, 3.9% of JUS employees are working in a human resources capacity, which is lower than the LDA average of 4.5%.



Information Management & Information Technology (IM/IT) Management

Key-Areas Highlighted



Stewardship

Effective management of information and technology assets.



Program Enablement

Resources are leveraged to support programs and services.



Enterprise Priorities

Implementation of Priority Enterprise Initiatives.



Leadership

Capacity of IT executive and workforce to support business objectives.

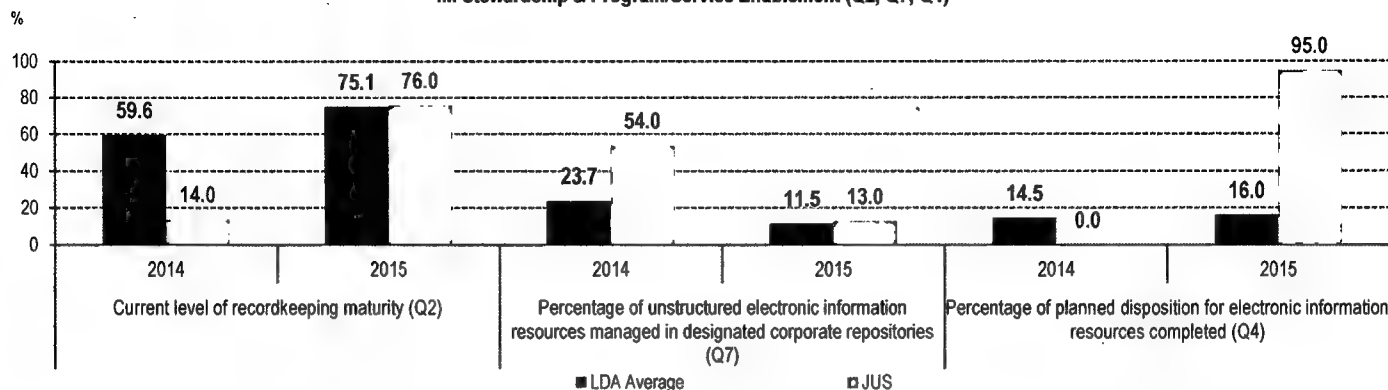
Information, enabled by technology and protected by security, underpins all Government of Canada programs and services. The IM/IT Area of Management (AoM) assesses the overall state of compliance with federal information and technology policy requirements, and where possible, provides year over year comparisons in key areas of stewardship, program and service enablement, enterprise priorities, and workforce and leadership capacity.



IM Stewardship

The *Directive on Recordkeeping* aims to ensure that departments create, acquire, capture, manage and protect the integrity of information resources of business value in the delivery of Government of Canada programs and services.

IM Stewardship & Program/Service Enablement (Q2, Q7, Q4)



The Department of Justice Canada (JUS) has yet to reach full compliance with the *Directive*. However, it has demonstrated year over year progress in implementing the necessary recordkeeping processes, procedures, and systems to support decision-making and accountability. JUS is encouraged to continue this work to ensure compliance at the earliest opportunity.



Information Management & Information Technology (IM/IT) Management



Program / Service Enablement

Designated corporate repositories, such as GCDOCS, support departmental recordkeeping requirements throughout the information life cycle. The *Directive on Recordkeeping* requires that departments identify, establish, implement and maintain repositories in which information resources of business value are stored or preserved in a physical or electronic storage space. The percentage of unstructured electronic information resources maintained in designated corporate repositories is a government-wide performance measure for the Information Management Internal Service.

While JUS has invested in a designated corporate repository, it only manages 13% of its unstructured electronic information in the system. The Department is encouraged to move its holdings into the designated corporate repository to better support collaboration and evidence-based decision-making.

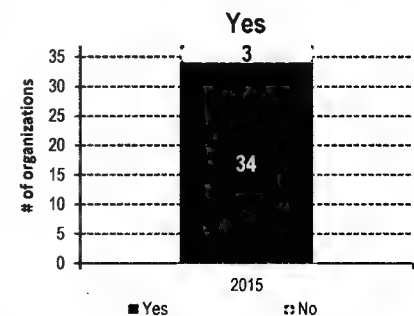
Departments are required to perform regular disposition activities for all information resources. The percentage of planned disposition completed is an indicator of an organization's maturity in the management of its information resources.

JUS completed 88% of its planned paper and 95% of its planned electronic disposition activities in 2014-2015. This is well above the GC average. JUS is encouraged to sustain its disposition planning process, procedures, and activities to ensure that information resources of business value in all formats are appropriately managed and disposed of at the end of their lifecycle.

The *Directive on Open Government* requires the development of a departmental Open Government Implementation Plan. Departments are expected to maximize the release of government information and data of business value to support transparency, accountability, citizen engagement and socio-economic benefits.

JUS has submitted its departmental Open Government Implementation Plan. It has 2 datasets released on open.canada.ca. and is positioned to move forward on Open Government initiatives. JUS is encouraged to continue these efforts.

Number of organizations with an approved Open Government Implementation Plan (OGIP) (Q5, Q6)



Number of Datasets Released: 2



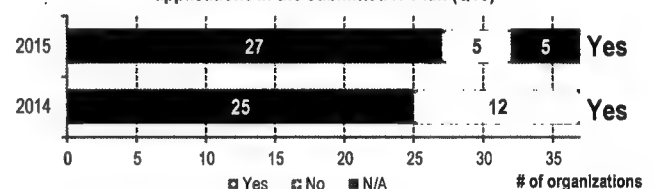
IT Stewardship

Effective practices for IT stewardship include maintaining and implementing departmental IT plans, management of IT expenditures and Application Portfolio Management.

JUS has demonstrated most of the expected levels of maturity in the practices of IT Stewardship. This represents a decline from 2014-15 results. For 2015-16, TBS added two new criteria (inventory of all applications and application end-of-life plans) and increased the expectations around completeness of application lifecycle assessments and details of IT Planning. JUS demonstrated that it has effective practices in place to manage IT risks associated with sustaining mission critical applications.

JUS is encouraged to improve its planning for the management of applications at end-of-life.

Organizations that have a sustainability plan for all mission critical applications in the submitted IT Plan (Q13)





Information Management & Information Technology (IM/IT) Management



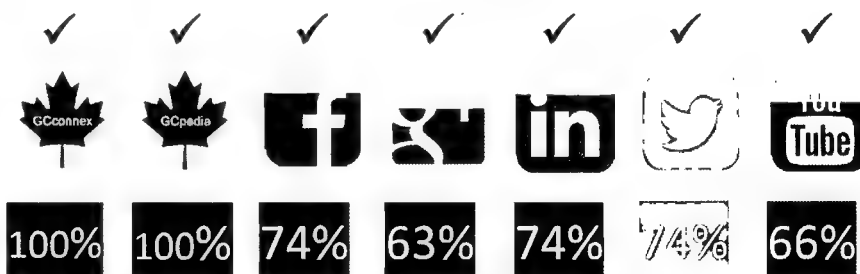
IT Program / Service Enablement

Regular reporting on the status of IT-enabled projects to the appropriate internal governance bodies supports oversight, effective decision-making and successful execution of projects.

JUS has demonstrated that it provides the status of key IT-enabled project elements to appropriate internal governance bodies on a regular basis.

The *Policy on Acceptable Network and Device Use* requires deputy heads to ensure that authorized individuals have open access to the internet including Government of Canada and external Web 2.0 tools and services that enhance productivity, communication and collaboration.

Intranet and Internet tools that authorized individuals in the organization have access to (Q17)



JUS has demonstrated authorized users have access to intranet and internet tools in support of enhanced communication and collaboration.



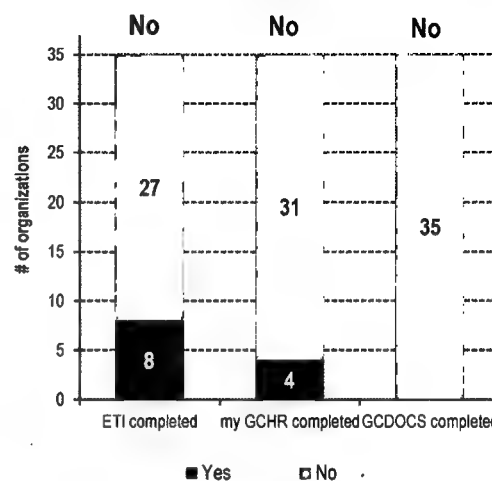
Enterprise Priorities Alignment

The Government's IT modernization agenda is comprised of a number of enterprise-wide initiatives that will result in efficient and effective delivery of programs and services while reducing IT business costs.

JUS has not completed user migration for any of the 3 Priority Enterprise Initiatives identified by MAF questions. Progress on implementing Enterprise Priority Initiatives across the government is limited. This is a reflection of the relatively early stage of most initiatives and timelines that are not fully within departmental control.

JUS is encouraged to continue with its plans for adopting Enterprise Priority Initiatives.

Implementation of Priority Enterprise Initiatives (Q20-22)



IM/IT Leadership & Workforce Capacity

Delivering on enterprise transformation and departmental priorities requires leadership and appropriate workforce capacity.

Forty percent (compared with 9% the previous year) of JUS's overall executive community completed the IT Sub-questionnaire contained within the Executive Talent Management System, surpassing the 10% expected as a best practice.



Information Management & Information Technology (IM/IT) Management

Of this overall completion rate, 100% of IM/IT executives completed the sub-questionnaire, including the Chief Information Officer. JUS is encouraged to continue this best practice by promoting completion of the IT Sub-questionnaire by executives, including all IM/IT executives, as the information is used for government-wide talent management and succession planning for the IM/IT Executive Community.

JUS did not indicate, through the Executive Talent Management System, that there is a succession plan in place for the CIO position.



Management of Integrated Risk, Planning and Performance

Key Areas Highlighted



Quality Performance Information

Must have clear strategies in place to create quality performance information.



Use of Performance Information

Monitor progress against risk, priorities, and program results.



Performance Reports

Have data readily available for two consecutive years for trend analysis.

The Management of Integrated Risk, Planning and Performance reflects the Government of Canada's priority to better inform expenditure management decisions with performance information, to achieve effective and efficient government management. Performance measurement practices are assessed to provide a system-wide view of the extent to which departments create, use and report on quality performance information to inform their program management and decision making, so that their programs deliver the expected results and advance the organization's mandate and priorities.



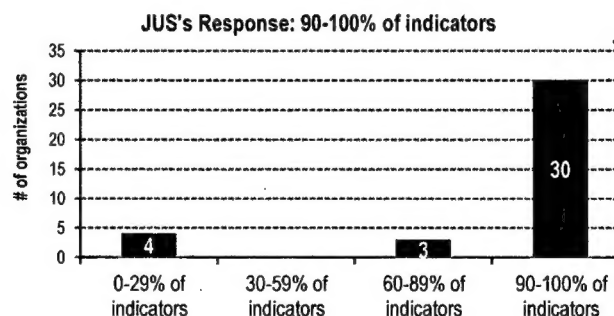
Creation of Quality Performance Information

The *Policy on Management Resources and Results Structures* has instructions for developing Performance Measurement Frameworks (PMFs) and includes an expectation that PMFs be at an acceptable quality. It is also expected that methodologies be developed for all performance indicators.

The overall quality of the Department of Justice Canada's (JUS) Performance Measurement Framework (PMF) of record for fiscal year 2016-17 is at an acceptable level to support delivery of results. JUS is encouraged to continue its efforts to ensure that it has quality performance measures and data in place to use in support of strengthened expenditure management and the government's mandate commitments.

JUS has methodologies developed for 90-100% of its performance indicators. JUS is encouraged to refine its methodologies for its performance indicators, as required, to ensure it has consistent, manageable and reliable performance data to support delivery of results.

The percentage of performance indicators in the organization's PMF that have methodologies developed (Q2)





Management of Integrated Risk, Planning and Performance

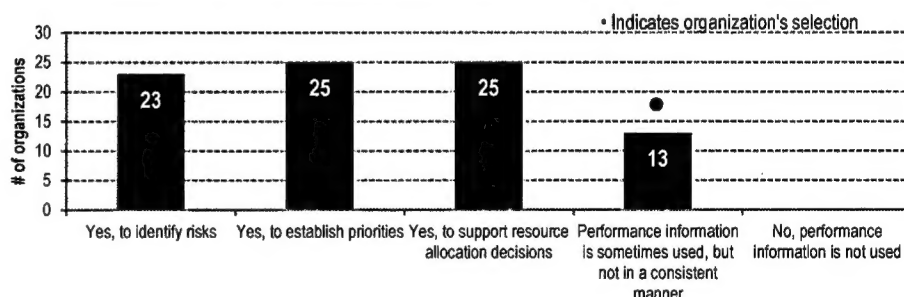


Use of Performance Information in Decision-Making

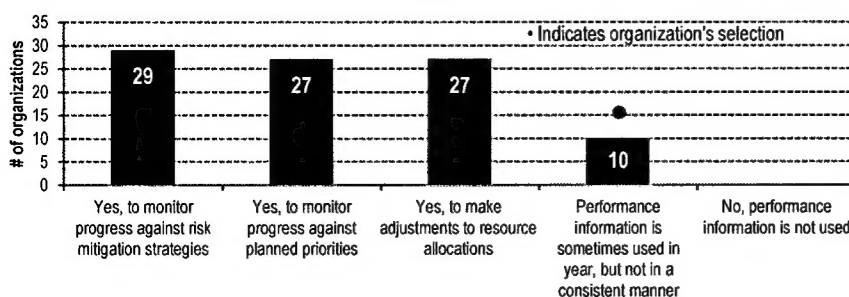
Performance information should be used to identify and monitor progress against risks, priorities, and program results.

JUS' senior management does not consistently use performance information on program efficiency and effectiveness to identify risks, establish priorities, and/or support resource allocation decisions. JUS' senior management is encouraged to strengthen its use of performance information for strategic planning and resource allocation decisions to ensure that results are being achieved and resources are being aligned appropriately.

Senior management uses performance information on program efficiency & effectiveness to identify risks, establish priorities and/or support resource allocation decisions (Q5)



Senior management uses performance information to monitor progress in year against risk mitigation strategies, planned priorities, and/or to make adjustments to resource allocations (Q7)

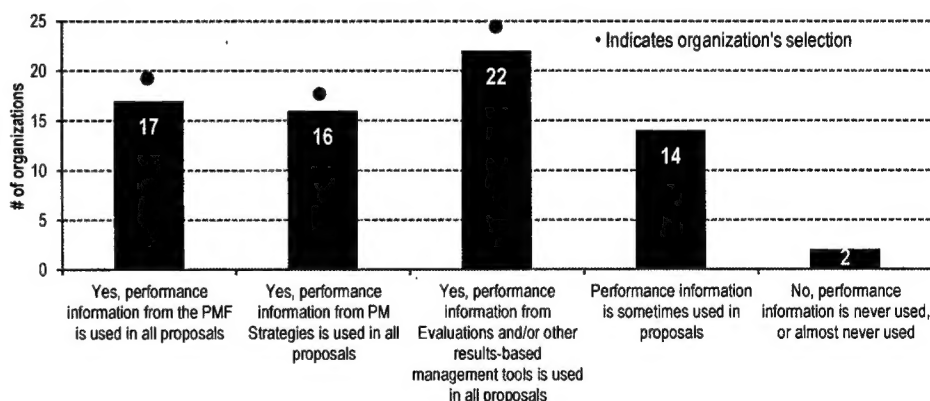


JUS' senior management does not consistently use performance information to monitor progress in-year against risk mitigation strategies, planned priorities, and/or to make adjustments to resource allocations. JUS' senior management is encouraged to consistently use performance information to monitor progress in-year to ensure that adjustments can be made in response to changes in its operating environment.

Departments are expected to use performance information to support proposals to Cabinet committees, such as Treasury Board Submissions and Memoranda to Cabinet.

JUS uses performance information from the PMF, PM Strategies, evaluations and other results-based management tools to support proposals to Cabinet committees. JUS is encouraged to continue to strengthen the inclusion of performance information in its proposals to Cabinet in order to support analysis and discussion of these proposals.

Organizations that use performance information from their PMF, PM Strategies, evaluations and/or other results-based management tools to support the proposals to Cabinet committees (Q10)





Management of Integrated Risk, Planning and Performance



Internal and External Performance Reporting

Stable performance information and supporting indicators are important to facilitate the collection of historical (year-over-year) trend information on program performance. Trend information demonstrates how well programs have been performing against their intended results over time. This information also facilitates identification of areas requiring improvement and appropriate alignment of resources.

JUS was able to provide performance data in support of trend analysis (for 2 consecutive years, beginning in the 2013-14 fiscal year) for 75-89% of its programs. JUS is encouraged to continue to strengthen its performance information to ensure that performance data is consistently available to tell a clear performance story, to facilitate trend analysis, to support managing for results, and to deliver on the government's mandate commitments.

The percentage of indicators from the 2014-15 PMF for which the organization has performance data available to support trend analysis (Q15)

